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ABSTRACT

This revised edition reflects the changes that have taken place in the commonwealth's community of public libraries since the "Handbook" was published in 1991. This handbook is designed to give boards of trustees' basic information on the structure of library service in Virginia, with emphasis on their major areas of responsibility. Although it is written primarily for governing boards, advisory boards, Friends of the Library, elected officials, and library staffs may find it useful as well. Sections include: Library Boards in Virginia; Becoming a Trustee; Board Organization; Policy Making; Personnel; Finances; Legal Responsibilities of Advisory Boards; Legal Responsibilities of Governing Boards; Library Planning; Trustees and the Political Process; Public Relations; Friends of the Library; Volunteers; The Library of Virginia; Organizations; Glossary of Library Terms and Acronyms; and Recommended Reading for Trustees. An appendix contains 35 items: reproductions from relevant documents and other specific information for reference. (AEF)

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VIRGINIA PUBLIC LIBRARY TRUSTEE HANDBOOK

IDA R. PATTON

REVISED EDITION
1999

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Revised by Wayne Modlin, *Public Library Consultant*
Library Development and Networking Division

THE LIBRARY OF VIRGINIA
Richmond, Virginia

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IDA R. PATTON

REVISED EDITION
1999

Revised by Wayne Modlin, *Public Library Consultant*
Library Development and Networking Division

THE LIBRARY OF VIRGINIA
Richmond, Virginia

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This handbook was prepared as an
educational resource and should not replace legal advice.

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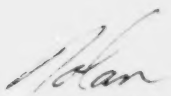
FOREWORD

To Virginia Public Library Trustees:

The Library of Virginia recognizes the important role that public library trustees play in the development and improvement of library service in the commonwealth. More than 750 Virginians serve on the boards of our public libraries. Your commitment to providing access to high-quality library services for every Virginia resident is greatly valued.

Dramatic change has marked the years since *The Virginia Public Library Trustee Handbook* was published in 1991. New programs, amended laws, and advances in technology continue to affect the role of the public library and thus impact the trustee's responsibilities. *The Handbook* was written and compiled to help public library trustees carry out their responsibilities. It has been completely reviewed and updated (and in some cases newly written) to reflect changes since the last edition.

It is my hope that this *Handbook* will be helpful to you in order to understand better the important roles and responsibilities of public library trustees.



Nolan T. Yelich
Librarian of Virginia

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The Library of Virginia wishes to express deep appreciation to all who assisted in the preparation of the *Handbook*. We are especially grateful to all the trustees and directors who read the draft and offered many valuable suggestions.

As in the earlier edition of the *Handbook*, many other trustee handbooks from other states were consulted in the preparation of the *Handbook*. For this edition, we would like to give a special note of thanks to the authors of the publications from Illinois, Louisiana, Oklahoma, Minnesota, and Wisconsin.

The cooperation and assistance of all the staff members of the Library Development and Networking Division of the Library of Virginia has been invaluable. Significant contributions were made by Carol Adams, Paranita Carpenter, Julie James, Elizabeth Lewis, Robert Walsh, and Nelson Worley.

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Revised by Wayne Modlin

INTRODUCTION

It has been eight years since the *Virginia Public Library Trustee Handbook* was published. During this period, there have been many changes in the commonwealth's community of public libraries: new and revised legislation, the establishment of libraries in unserved areas, intensified focus on networking and cooperation among libraries of all types, the issue of finding a balance between new information sources and traditional services, changes in library personnel, and, of course, many new trustees.

There has also been a perceptible and encouraging recognition that members of library boards of trustees want to gain a better understanding of their roles and responsibilities. Even the smallest library will often have complex issues to deal with, and trustees must have the knowledge and skills necessary to govern the library.

This handbook is designed to give boards of trustees basic information on the structure of library service in Virginia, with emphasis on their major areas of responsibility. It is intended to serve as a resource and guide to helping all trustees carry out their duties responsibly. Although it is written primarily for governing boards, nevertheless, advisory boards, Friends of the Library, elected officials, and library staffs may find it useful as well.

We hope that the *Handbook* will answer questions for both new and experienced trustees and that it will stimulate discussion, further inquiry, and a renewed enthusiasm for the rewarding task of public library trusteeship.

LIBRARY BOARDS IN VIRGINIA

Public libraries in Virginia are the responsibility of local governments. As organizational entities, libraries fall into four categories:

- **Regional Libraries** (a library established by two or more political subdivisions that join in maintaining a library system under the terms of a contract)
- **County Libraries**
- **City Libraries**
- **Town Libraries**

The *Code of Virginia* requires that all regional libraries and all counties, cities, and towns govern their public libraries through boards of trustees, with the exception of "any city or town with a manager, or . . . any county with a county manager, county executive, urban county manager, or urban county executive form of government, or Chesterfield County." These excepted counties, cities, or towns may, if they wish, establish either governing or advisory library boards.

The *Code* also provides the legal framework for counties, cities, and towns that have not established public libraries to appropriate funds for the support and maintenance of library service operated and conducted by a company, society, or association. The boards of these nonprofit, private organizations are appointed by the membership. It is common practice, however, for local governing bodies to appoint one or more members to these boards.

Types of Boards

It is important that library board members and local government officials clearly understand the authority, role, and duties of the library board.

A Governing Board is legally responsible for the control and management of the library and all that happens in it. Broad administrative and policy-making duties are specified in the *Code*. As of 1999, there are 68 governing boards in Virginia.

An Advisory Board has only those legal responsibilities granted by the local government. The *Code of Virginia* does not specifically address advisory library boards. The advisory board generally makes recommendations and acts as a liaison between the library, the local government, and the community. In reality, the power and authority of an advisory board may fall anywhere along a continuum running from truly advisory to that of an almost- governing board. What the board can or cannot do is determined by the ordinance that established it and the understanding reached over time between the board and the local government. It is important for the board to understand where its authority lies on that continuum. As board members and government officials change over time, it is necessary for both groups to work to maintain such understandings and communicate them clearly. As of 1999, there are 15 advisory boards in Virginia.

GOVERNING AND ADVISORY BOARDS

Duties and Responsibilities

Governing

1. Employ a competent and qualified library director; maintain an ongoing performance appraisal process for the director.
2. Determine the mission and goals and objectives of the library, and adopt written policies governing the library.
3. Secure adequate funds to carry out the library's program; assist in the preparation of the annual budget. Officially approve budget requests.
4. Ensure that the library has a long- range planning process that considers the library's strengths and weaknesses, and can be implemented and evaluated.
5. Be familiar with local, state, and federal library laws; actively support pending library legislation.
6. Establish, support, and participate in a planned public relations program.
7. Attend all board meetings and see that accurate records are kept on file at the library.
8. Attend regional, state, and national trustee meetings and workshops.
9. Know the services of the Library of Virginia.
10. Report regularly to the governing officials and the general public.

Advisory

1. Recommend a competent and qualified library director.
2. Consider and recommend written policies governing the library.
3. Participate in efforts to secure adequate funds to carry out the library's program.
4. Assist in a long-range planning process that considers the library's strengths and weaknesses, and can be implemented and evaluated.
5. Be familiar with local, state, and federal laws; actively support pending library legislation.
6. Establish, support, and participate in a planned public relations program.
7. Attend all board meetings and see that accurate records are kept on file at the library.
8. Attend regional, state, and national trustee meetings and workshops.
9. Know the services of the Library of Virginia.
10. Report regularly to the governing officials and the general public.

BECOMING A TRUSTEE

What Is a Library Board of Trustees?

The commonwealth of Virginia places the governance of the vast majority of public libraries with citizens of the community, organized as a library board of trustees. As a result of this statutory process, board members are public officials and the powers delegated to them are a public trust.

Library boards have both legal and practical responsibilities. They are responsible for carrying out their legal duties correctly and, consequently, are accountable under law for actions they take.

Also of great importance is the board's role in representing the total community. As such, the board serves as a vital link between the library and the community, bringing the public's point of view and the needs of the community to the development of responsive library service. This is equally true whether the board is governing or advisory. The role of board members is seldom easy because of the varied composition of communities—the different interests, concerns, and social and economic levels that must be considered. Reconciling this diversity by representing the total community is the greatest accomplishment to which a board can aspire.

Selection and Appointment of Trustees

Most library trustees are appointed by the local governing body or bodies. This process is too important to be left to chance because the future development of the library may well depend on the caliber of trustees who are appointed to serve.

The appointing officials should be informed concerning the qualifications and duties of board members. When vacancies occur, the library board and the library director should be prepared to identify potential trustees who are active, informed, and interested library supporters.

No trustee should serve on the board indefinitely. While it is often helpful to have continuity and experience, it is even more beneficial to have new ideas, fresh approaches, and diverse interests.

Size of the Board

- Not less than five members (*Code of Virginia*). Five to nine members is recommended.
- The appointing authority determines the number to be appointed. The library board may request that the number be increased or decreased if it seems advisable.
- Regional library contracts should specify the number of members to be appointed from each jurisdiction.

Method of Appointment

Various methods are used in determining how the library board is appointed. In some cases, each member of the governing body will appoint a member from his/her district. In other cases, the members are selected at large. There is usually some effort made to have a geographical representation on the board.

Terms of Appointment

- Initially, board members must serve staggered terms of office in order to provide continuity of service.
- Trustees are appointed for four-year terms.
- Trustees of regional library boards are limited by state law to not more than two consecutive terms but are eligible for reappointment after an interval of one term.
- County, town, and city library boards, as well as boards of no..profit corporations, are not limited by law as to the number of terms a member may serve. Most libraries, however, follow the practice of not more than two consecutive terms.
- Board members may be removed by the governing body for misconduct or neglect of duty, including poor attendance.

Vacancies

Vacancies for unexpired terms should be filled as soon as possible in the same manner in which members are regularly chosen. In the case of regional libraries, a trustee appointed to fill an unexpired term is eligible to be reappointed the number of terms specified in the bylaws.

Compensation

Members may not receive salaries or compensation other than necessary expenses actually incurred. The *Code of Virginia* provides an exception to Fairfax County, which may pay members of the library board such compensation as it may deem proper.

Qualifications of Trustees

Each trustee brings to the board certain strengths, skills, talents, and personal experience that uniquely serve the library. The board should represent a broad spectrum of community interests, occupations, and geographic areas. Such diversity assures that the library will serve the total community.

It is impossible to represent all the divergent interests of the service area on the board at the same time, but over a period of years the representation should rotate to include as many segments of the population as possible. A well-balanced board can bring in less-experienced members who will provide new viewpoints.

Competencies necessary to fulfill board duties should also be present in the overall composition of the board. Collectively, the board should strive to have:

- rapport with the entire community;
- occupational diversity;
- political acumen and influence;
- business management/financial experience;
- legal knowledge;
- diversity in age, race, and sex; and
- varied personal backgrounds.

Appointing authorities and individual candidates should be given a written statement of the duties and responsibilities of membership on the library board. An interested potential board member should not accept if lack of time or other commitments prevent full participation.

Effective trustees are citizens who have:

- interest in the library and the community;
- time to devote to board responsibilities;
- awareness of the library's role in the community as a center of information, culture, recreation, and lifelong learning;
- knowledge of the community and its diversity;
- ability to think and plan creatively, to question objectively, and to carry out plans effectively;
- skill in establishing policies for effective and efficient operation of the library;
- sound judgment, a sense of fiscal responsibility, and political awareness;
- willingness to represent the library at meetings and public functions; good communication skills; the ability to relate to the public; and
- interest in working with local, state, and national library leaders and trustees to improve library service on all levels.

WHAT DOES A TRUSTEE DO?

Your job is:

To Know

- The program and needs of the library in relation to the community;
- Library services and resources available locally and statewide;
- Information needs and interests of the community;
- Services and role of the Library of Virginia;
- National and state library trends, standards, and developments;
- Local, state, and national laws that affect libraries;
- Local government structure, people, and operation;
- How to work effectively in a group;
- Your duties and responsibilities as a board member;
- Your fellow board members.

To Attend

- Board and committee meetings;
- Conferences of the Virginia Library Association;
- Library of Virginia Trustee Workshops;
- Other regional, state, and national meetings and workshops.

To Plan

- Goals and objectives of the library;
- Future growth and priorities of the library;
- Policies of the library;
- Community-awareness activities and programs;
- Orientation for new board members.

To Support

- Your library and library director;
- The community and citizens you represent;
- Your local governing body;
- Library legislation.

To Act

- To articulate;
- To secure adequate and stable funding for the library;
- To promote your library whenever called upon;
- To make yourself, the board, and the library visible to the community;
- To develop good personal relations with representatives of government.

To Remember

- The library board acts only as a whole unless it specifically authorizes you to act on behalf of the library.
- The board does not run the operations of the library.

ORIENTATION

New members of the board should be provided with information that will help them feel more comfortable with their duties and responsibilities, give them self-confidence as they begin their job, and get them involved early in their tenure. Trustees are more effective if they know how the library functions and what is expected of them.

There are various ways to conduct the orientation to trusteeship. It may be done informally with the library director and board chair meeting with the new trustee to go over a set list of items, or the orientation program may be conducted at a board meeting. Regardless of the form it takes, the orientation program should be planned step-by-step, and the new trustees should know how the introductory activities will be handled. The responsibility for planning and implementing the orientation is shared by the board chairperson, the members, and the library director.

Orientation sessions should start as soon as possible after the member is appointed. It is desirable to schedule the program, at least in part, before the first board meeting. This will give the new trustee an opportunity to get to know the library director, board members, and staff, and to ask questions about the library and its services.

New trustees should:

Meet with the library director to learn how the library is:

- organized and governed
- funded and budgeted
- operated day-to-day
- structured to serve the needs of the community
- linked to other resources and libraries
- related to board of trustees

Meet with trustee representatives to learn about the board:

- type of board, whether advisory or governed
- organization, officers, and committees
- meeting location, schedule, and operation
- responsibilities and expectations
- goals, long-range plans, and projects in progress
- accomplishments
- relationship to library director

Tour the libraries in the system with the library director and meet staff members.

Orientation Kit and Notebook

In addition to the *Virginia Public Library Trustee Handbook*, a new board member needs information about the local library to review and consult. A three-ring binder is a very serviceable format for the board's notebook of continuing activities and reports.

The contents should include:

- List of board members, addresses, and phone numbers
- Bylaws of the board; committee responsibilities
- Minutes of the previous year's board meetings
- Organizational chart for library, including staff levels, pay scales, etc.
- Staff list, including titles, responsibilities, locations
- Policies of library board concerning personnel, book selection, collection development, meeting room use, etc.
- Long-range development plans
- Most recent library annual report, with prior years for comparison
- Statistical reports on circulation, services, etc.
- Current budget and financial reports
- History of the library and its present goals and objectives
- Local laws, charter, and contracts pertaining to the library
- Community analyses, such as census figures, as well as demographic, economic, and employment trends
- Copies of other current documents concerning the library

Does your library conduct an orientation program for new trustees?

Do YOU need a review session on your responsibilities as a trustee?

BOARD ORGANIZATION

Bylaws

All library boards need to assure continuity and consistency for their legal, financial, and policy-making activities. Written bylaws are accepted tools for doing this. Bylaws cover the basic structure under which the board conducts its business. These bylaws should not conflict with any local, state, or federal laws or regulations.

A copy of the bylaws must be on file in the Library Development and Networking Division of the Library of Virginia. Any amendments must be filed with the division immediately upon adoption.

The bylaws should include:

- Library name, with headquarters and branches
- Mission statement
- Constituency served
- Governing body
  - Library board of trustees: selections, appointments, terms, and officers
  - Appointment and duties of standing committees
  - Provision for special or ad hoc committees
- Meetings
  - What constitutes a quorum
  - Time, place, and responsibility for meetings
  - Attendance requirements
  - Method for calling special meeting
  - Order of business
- Procedure for amending the bylaws
- Parliamentary authority
- Date of adoption

Sample bylaws are available upon request from the Library Development and Networking Division, the Library of Virginia.

Are your bylaws up to date?

Are current bylaws on file at the Library of Virginia?

Library Board Officers

Boards grow from different traditions and have different ideas about the type and number of officers they need. The most common pattern includes a chair (sometimes called president), a vice chair, a secretary, and a treasurer.

Roles of the Board Chair

- **Planner.** The chair works with the director to plan the meeting agenda and the manner in which the meeting will be conducted. The chair keeps an overall view of the board year and ensures that the board is completing duties mandated by board policy or law.

- **President/Facilitator.** The chair must ensure adherence to the agenda and completion of items on the agenda. The chair must also ensure fair participation for all board members and fair exposure to all sides of an issue. The chair must keep the meetings moving forward in a professional and timely manner and, finally, move the board to action on the issues.

- **Delegator.** The chair traditionally has the power to appoint board members and others to committees with board consent. To do this well, the chair must have a clear understanding of each board member's skills, strengths, and interests so that appropriate assignments can be made. It is also the chair's responsibility to make sure that committee assignments are clear and to hold the committees accountable to do the job assigned. The chair may be an ex-officio member of a committee.

- **Liaison.** The chair should be able to communicate board needs to the director, and the director's needs and concerns to the board. The chair offers personal support and counsel to the director, and serves as a sounding board for the director.

- **Team Builder**. The board must always function as a team, and it is the duty of the chair to promoted teamwork among board members. It may be necessary for the chair to mediate and counsel fellow board members if the board fails to function as a team on occasion.

Any power exercised by the board chair must be granted first by the full board in policy, or in the commonly accepted and understood practice of the board. In other words, the board chair does not speak for the board unless the full board has delegated that privilege to the chair.

The **vice chair** of the board traditionally serves as the backup for the board chair. Often the vice chair is assigned additional specific duties, such as chairing a committee, taking charge of board development activities or preparing for special board events.

Treasurer's duties vary from library to library, but often the treasurer signs checks, and in some instances, serves as chair of the finance committee. In many libraries financial matters such as writing and signing checks, and related accounting functions are handled by the local government, and the treasurer's position may not exist.

The position of the **secretary** also differs from one library to another. In some systems the secretary takes the board minutes; in others the minutes are taken by the director or another staff member. Correspondence on behalf of the board is the responsibility of the secretary in some systems, though it is done by clerical staff at the direction of the library director in others.

Board Meetings

> ***Board meetings shall be held at least quarterly, with the library director in attendance, and at a time and place convenient for the board and the public, in accordance with state law on public meetings.*** **(Planning for Library Excellence, 1988)**

The frequency of meetings is up to the local board. Library boards typically meet monthly, bimonthly, or quarterly. It is important that meetings be scheduled and structured so that the library's business is transacted in a timely manner and that all board members are included in the decision-making process.

Libraries must adhere to the Virginia Freedom of Information Act (§2.1-340, *Code of Virginia*). Trustees and staff should be familiar with its provisions.

Meeting Notices

Boards are required to furnish information as to time and location of public meetings to any citizen of the state who requests the information. It is good practice and highly recommended that board meetings be announced in the local newspaper and that a notice be posted at the location where the meeting will be held.

Open Meetings

All regular and special meetings of the board must be open to the public. Keep in mind that the library belongs to the community; its governance is entrusted to the board of trustees. Citizen awareness of the operations, plans, and problems of the library can be very beneficial.

Executive Meetings

Executive or closed meetings may be held for certain matters. In order to hold an executive meeting an affirmative vote must be recorded in the open meeting, with the motion stating specifically the purpose of the meeting and including a statement in the minutes with reference to the applicable exemption in the *Code of Virginia*.

No formal action should be taken in a closed meeting. All decisions must be formally adopted when the board reconvenes in open meeting and takes a vote of the members.

The Virginia Freedom of Information Act lists several exemptions to open meetings. The ones of special interest to library boards include:

- Discussion or consideration of employment, assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of public officers, appointees, or employees.

- Discussion or consideration of the condition, acquisition, or use of real property for public purpose, or of the disposition of publicly held property.
- The protection of the privacy of individuals in personal matters not related to public business.
- Consultation with legal counsel and briefings by staff members, consultants, or attorneys, pertaining to actual or potential litigation, or other specific legal matters requiring the provision of legal advice by counsel.
- Discussion or consideration of tests or examinations or other documents pertaining to any employee or employment seeker's qualifications or aptitude for employment, retention, or promotion.

Meetings by Telephone or Electronic Communication

Virginia law prohibits a public body from conducting a meeting where public business is discussed through telephone, video, electronic, or other communication system where the members are not physically assembled.

Minutes

The Virginia *Code* requires that minutes be recorded at all public meetings. The minutes must be open for inspection and copying by any citizen of the state and representatives of print and broadcast media, as specified by law.

Does the board publicize its meetings?

Are meetings open to the public?

Are executive meetings conducted in compliance with the Freedom of Information Act?

Are the minutes prepared and made available in a timely manner?

GUIDELINES FOR EFFECTIVE BOARD MEETINGS

Before Meetings: *The library director and board chair should*:

- **Plan** the meeting carefully: when, where, what, why, who?
- **Prepare** a preliminary agenda.
- **Mail/distribute** the preliminary agenda, related reports, statistics, etc., at least 7 days in advance.
- **Prepare** a final agenda.
- **Publish** and **post** public notice of the meeting, giving the final agenda, date, time, and place.

Beginning Meetings: *The board chair should*:

- **Start** on time with roll call.
- **Introduce** visitors and/or new board members.
- **Call for the approval** of the previous meeting's minutes.
- **Review** the agenda, revising the order if necessary.
- **Establish** time limits.

During Meetings: *The board should*:

- **Focus** on issues at hand.
- **Follow** the agenda and procedures stated in the bylaws.
- **Establish** action items: who, what, when.

Ending Meetings: *The board chair should*:

- **Review** and **Summarize** the meeting's progress, decisions, and assignments for the minutes.
- **Announce** the next meeting and develop preliminary agenda.
- **Adjourn** the meeting officially.

After Meetings: *The library director and board chair should*:

- **Mail** minutes to all board members.
- **Make sure** that the minutes include the date, time, and place of the meeting, the names of the board members present and absent, the substance of all matters proposed, discussed, or decided, and a record (by individual member) of votes taken, the names of citizens who appeared and the substance of their testimony, and any other information that any board member requests be entered in the minutes. Keep an archival file of board minutes in the library.
- **Follow up** on action items.
- **Begin planning** for the next meeting.

POLICY MAKING

Basics of Policy Making

Policy making is one of the most important functions of a governing library board. Advisory boards often recommend policies to the city or county governing body. Some advisory boards may be authorized to make policies. Policies are general statements governing library operations, rules, and use. They are vital tools that do much to determine the orderly success of the library and the course of its future development. Policies should be flexible rather than overly rigid, and should be reviewed on a regular basis. It is the governing board of trustees that is responsible for adopting written policies to govern and guide all phases of library operation.

Policies should be tailored to local conditions and should flow from the library's roles and mission statement. It is the responsibility of the library director to implement board policies through the development of library procedure. When all elements of the process are in place, the library director and staff have direction of the day-to-day operation of the library, and both the public and the staff are assured of consistent treatment in all aspects of library service.

Policies are not carved in stone!
Resources, communities, and goals change and grow.
Policies must reflect current needs and services.

Who Develops Policy?

While only governing boards of trustees usually have the legal responsibility and authority to make policy, experience shows that the process works best when the library director and staff are involved in researching options, drafting policies, and presenting a report, including recommendations to the board. The library's staff has access to manuals and samples from various communities and can adapt them to the needs of the library.

Organization

All policies should be recorded, compiled, and organized for ready access in a policy manual. A loose-leaf binder provides a useful format because it allows easy revision. The contents of a policy manual are probably best categorized and numbered under some form of topical heading for easy reference. As each new policy or revision is adopted, the policy should be numbered and the date of adoption noted.

What Should You Do If Your Library Does Not Have A Policy Manual?

1. Ask your library director to review all of the board minutes and list all policies (with the date of adoption) and categorize them into topical headings.

2. Bring your document to the board so that the policies can be reviewed for legality, clarity, completeness, and comprehensive.

Distribution

Every trustee should have a copy of the policy manual and be completely familiar with the rationale for each statement. A thorough understanding of all policies is essential in order to adopt new policies or revise existing ones in a knowledgeable manner. Trustees may also be called upon to defend or interpret policies to the public or governing officials.

Copies of the policy manual should also be available in all libraries in the system. The director is responsible for instructing personnel in the rationale of policies so that staff members understand the basis for procedures.

How Are Policies Developed?

Policy development and changes are major decisions affecting established practice and policies. Trustees should allow adequate time for policy consideration. Systematic policy development includes:

1. A statement of the condition or problem, past or present, that requires policy consideration.
2. A statement telling how any policy will contribute to the accomplishment of the library's mission, goals, and objectives.
3. A statement of all existing policies related to or affected by the policy decision.
4. A listing of policy options available, with an analysis of:
    a) long- and short-range effects of enacting new policy,
    b) potential side effects — good or bad — of passing each policy,
    c) relevant legal ramifications, and
    d) cost in terms of library resources: staff, budget, collections, and buildings.
5. A recommendation from the library director, accompanied by a summary of the corresponding rationale for changes in related policies.
6. Draft of concisely worded statement.

> ***All policies shall be reviewed annually and revised periodically in order to meet the mission, goals, and objectives of the library.*** **(Planning for Library Excellence, 1988)**

Just remember, policies benefit the library by:

- Supporting the library's mission, goals, and objectives,
- Guiding the library director and staff in implementation of board judgments,
- Providing direction and consistency in day-to-day service to community and library operation,
- Reducing uninformed decision-making and crisis responses to problem situations,
- Protecting the rights and assuring fair treatment of all patrons and staff members.

Once adopted, the policies should have the unqualified support of the entire board.

Does your library have a comprehensive policy manual?

Does the board periodically reevaluate policies?

Is a copy of the latest policy manual on file at the Library of Virginia?

Are you familiar with all the policies adopted by the board?

Do you stand ready to defend the policies if they are challenged?

Types of Library Policies

There are basically two major categories of policies. **External Policies** govern service to the community, other libraries, agencies, etc., and **Internal Policies** govern the management of the library system.

Policies are as varied as the many different aspects of library service. Every phase of library operation should be broadly covered by a policy and implemented through library procedures. Local needs and situations will determine the content of both external and internal policies.

Sample policy manuals from other libraries are available from the Library Development and Networking Division of the Library of Virginia.

External Policies

Public Services Policies

Public services policies regulate the availability of library services and resources to the community. These might include:

- eligibility for use and registration, including nonresidents, institutions, and governments
- circulation: loans and renewals
- reservations, overdue, lost, and damaged materials
- fines and fees
- audiovisual services
- interlibrary loan and reciprocal borrowing
- photocopying and copyright
- reference service: scope, depth, and type
- fees for machine-assisted reference service
- confidentiality of records
- complaints and chain of authority
- programs and special events
- special collections
- exhibits and displays
- outreach services: homebound, institutionalized, handicapped, bookmobile
- rules of conduct for library users
- use of the library's meeting rooms
- hours of service
- Internet access

Public Relations

The public relations policy defines the purpose and procedures for a public information and public relations program. The policy must be tailored to the local library, but it might include:

- public relations authority and responsibility
- appropriate media
- scope and emphasis
- distribution of printed materials
- participation of staff and trustees

Volunteers

Policies regarding the services and support of individuals and groups for the library program might include:

- role and responsibilities
- recruitment and selection
- duties and any limitations
- Friends groups
- recognition and awards

Cooperation with Libraries and Groups

Policies on cooperation define the sharing of resources and the establishment of networks with other libraries, group, and agencies. Such policies might include:

- need for cooperation
- types of cooperation
- affiliation and reciprocal arrangements
- kinds of libraries, types of groups, and agencies

Relations with Schools

Policies regarding relations with schools specify areas of cooperation and any limitations of services. The policies might include:

- definition of separate functions and objectives
- statements in materials selection, borrowing privileges, and public service policies
- ways of establishing cooperation on local and regional level

General Management Policies

General management policies provide direction for administrative decisions. These policies generally include:

- organizational authority and responsibility
- budgeting and purchasing
- use of library vehicles and equipment
- inventory and insurance of buildings and contents
- security and emergencies

Physical Facilities Policies

The establishment, use, and maintenance of buildings are delineated in the physical facilities policies. Such policies might include:

- maintenance
- inventory and use of equipment
- site selection criteria for branches and bookmobile stops
- acquisition, ownership
- bulletin boards and distribution of free materials
- handicapped access features/ADA compliance
- disaster/recovery plans

Trustee Policies

The constitution and bylaws of the board of trustees constitute board policy. Specific statements concerning travel expenses and membership in and attendance at professional library organizations should also be added to this section of the policy manual.

Materials Policies

Materials policies should be established to assure that the collection is comprehensive, balanced, and accessible to the public. The policies might include:

- mission and goals
- description of community to be served that includes other community recreational, educational, and informational resources
- responsibility for selection
- criteria for selection and quality of materials
- type and various formats collected: paperbacks, magazines, large-print, microforms, newspapers
- audiovisual collection: films, videocassettes, videodiscs, audiocassettes, audiobooks, compact discs

- scope and emphasis of the collection
- duplication of materials
- collection development and access statements for children, young adults, and adults
- special collections
- maintenance and evaluation of collection: weeding, damaged materials, disposal, and replacement
- textbooks and materials related to school curricula
- cooperative arrangements, community resources, other arrangements
- confidentiality of library records
- censorship and controversial materials
- labeling of materials
- citizen complaints and requests for reconsideration
- Library Bill of Rights
- Freedom to Read Statement
- Freedom to View Statement
- Free Access to Libraries for Minors

Gifts and Special Materials

An established policy on gifts allows the library the option to accept or refuse gifts depending on their value, use, and practicality. The policies might include:

- condition of acceptance of gift materials
- disposition of nonusable gifts
- acceptance of property, paintings, equipment, money, etc.
- denominational literature
- historical materials and writings of local authors
- memorial gifts
- recognition of gifts by the library

Personnel Policies

All personnel policies must comply with the Civil Rights Act of 1964, as amended in 1972 and 1991, which prohibits discrimination because of race, color, religion, sex, or national origin in any term, condition, or privilege of employment. When a library comes under the direct jurisdiction of a local government, personnel policies are often those of the local government. Minor changes are adopted to reflect the schedule of the library, observance of holidays, and other special considerations. The main points of personnel policy include:

- classification and job descriptions
- organizational chart of responsibility
- salary scales
- hiring and promotions
- performance evaluation
- probationary work period
- benefits available, such as insurance, retirement, workman's compensation, etc.

- working conditions and hours of work
- vacation, holidays, sick leave, and overtime
- leaves of absence, with or without pay
- training and continuing education
- attendance at professional meetings
- grievance procedures
- disciplinary actions
- resignation and termination

SUMMARY OF RESPONSIBILITIES FOR POLICY MAKING

Governing Board of Trustees[1]	Library Director
Determines written policies to govern operation, use, and overall program of library service.	Recommends policies; advises the board on the implication of decisions.
Officially approves and adopts the written policies to govern library operation and use; assists in the interpretation of those policies to the public.	Administers policies; maintains the library policy handbook; interprets policies to the staff and public.

[1]These roles and responsibilities are for governing boards. Advisory boards' roles and responsibilities may be different.

PERSONNEL

Human relationships determine the inner climate of the library. Every effort should be given to make these relationships cordially cooperative and mutually understanding. Chief among these relationships, because of its effect on the overall library administration, is that between the library board and the library director.

Hiring A New Director

One of the most important functions of the governing board of trustees is the hiring of a competent library director. It may, in fact, be the most important single act undertaken by the board. Trustees should be aware of current practices in the profession, requirements imposed by the *Code of Virginia*, as well as The Library Board requirements and regulations, the current needs and direction of the library, and competitive professional salaries and benefits.

> ***The library receives direction and has the expertise of a director who has a master's degree from a graduate library program accredited by the American Library Association.*** **(Planning for Library Excellence, Revised [Draft])**

Preliminary Assessment

As soon as the vacancy is anticipated, the board should meet to formulate a plan of action.

The board should make a realistic appraisal of the situation. The members should decide what qualifications the library requires in a library director and what the library has to offer the director. Offer the best salary possible to secure the services of a qualified person. Consider any added incentives or challenges offered by the job opportunity.

Look at the current situation

- What are the current needs of the library?
- What qualifications are needed in the next director?
- What is the reason for the job opening? Is the departing director upward-bound, retiring, or dissatisfied? An exit interview can be very helpful.
- What changes, if any, are necessary to the job description and the qualification statement?

The job description might include:

- areas of responsibility
- specific duties
- initial period of evaluation
- desirable areas of expertise
- minimum qualifications and experience
- to whom the director is responsible

Method of Recruitment

A search committee can be formed from the board. This committee selects a chair and establishes a procedure for the search process.

Items to be addressed might include:

- timetable
- calendar of activities for the candidates
- affirmative action and equal employment opportunity requirements
- financial and staff resources available
- confidentiality and discretion
- record keeping of committee actions
- unique circumstances associated with the position and community
- method for involving the full board and the staff in the selection process

Advertisement

It is good practice to conduct a search even if there are staff members qualified for the position. The eligible staff members should be encouraged to apply. All should understand that the goal of the search is to select the best-suited person for the job. All applicants should receive consideration and due process in accordance with equal opportunity laws.

The job advertisement is the primary vehicle for publicizing the vacancy and attracting applicants. It should be carefully worded and might contain the following:

- job title
- duties/responsibilities
- qualifications (including education, experience, and personal characteristics)
- salary range and minimum salary
- fringe benefits (including vacation and retirement)
- request for résumé and references
- date of availability
- organization contact (preferably a specifically named person)
- closing date for applications
- an equal opportunity employer statement

The job advertisement can be distributed to:

- major and local newspapers
- library schools in surrounding states
- the Virginia Library Association Jobline
- national professional journals such as *Library Journal, Library Hotline, and American Libraries*

Screening

After the closing date for applications, the search committee screens all applicants, deciding between qualified and unqualified applicants. Those candidates who do not meet the requirements established for the position should be notified immediately.

Candidates who satisfy the requirements for the position become part of an official pool of applicants for further consideration. Narrowing this pool to a list of final candidates is perhaps the most difficult part of the search committee's task. Success of the evaluation process is contingent upon the formulation of an appropriate set of criteria against which all candidates can be rated objectively. After this process is completed, the search committee should be able to agree on three to five candidates to be called for interviews. It is appropriate to send each candidate background information about the library and the community, including the library's budget and the annual report. Prior to the interviews, a plan outlining the process should be developed:

- Designate one person to handle the planning of the interviews, making contact with the candidates to schedule the interviews.
- Designate one person to conduct interviews with others assisting. Keep the interview team to a reasonable size, usually three to five people.
- Identify what expenses will be paid or reimbursed and notify each candidate to be interviewed.
- Plan the location for the interview, accommodations for the candidate, a tour of the library and community, etc.
- Include an opportunity for the candidates to meet the library staff.
- Allow adequate time for discussion. The interview is a mutual evaluation process. The committee should provide the candidate with a fair, accurate picture of the library, working conditions, and expectations.
- Allow time between interviews to complete evaluation sheets while members' reactions are still fresh.

The Interview

Agree to a standard list of questions to be asked of each candidate. This makes for a smooth interviewing process and helps to assure that only legal questions are asked and that each candidate responds to the same set of questions. The interview is an important step in selecting the best-suited person for the job; proper judgment here can help reduce turnover and organizational problems.

The Library of Virginia can assist trustees in developing the kind of interview questions that focus broadly on the profession as a whole, as well as enhancing the trustees' views of local needs. One topic that is important to cover with candidates is their vision of library services in the future.

The chair can wrap up the interview process with comments covering the time table for the final selection and the notification procedure.

Final Decision

After all interviews have been completed, the search committee meets to discuss the results and to rank the candidates in order of preference.

References are checked on the first choice. Following this, a recommendation is made to the full board.

Once the library board agrees on a candidate to be the new director, the chair of the library board makes an official offer that includes a written notice of appointment. Such letters of appointment typically cover position title, starting date, salary, moving expenses, fringe benefits, and a deadline for the candidate to respond to the offer (normally two weeks). Upon receipt of written acceptance, publicity of the appointment is usually sent to the local newspapers, to library publications, and to appropriate local officials.

Write all other candidates interviewed, thanking them and informing them of your decision **only after** acceptance has been received. If the first choice declines or is unavailable, the board can consider the second choice.

After the New Director Arrives

Orient the new director and assist him or her with relocation. Provide help with school and housing information and additional information on the library and the community. A subscription to the local newspaper is a valuable tool to acclimate the new library director.

Welcome the new director. News releases and photographic coverage should be arranged. Personal introductions to staff members, trustees, community representatives, and local government officials should be scheduled promptly. An open house or reception hosted by the board, and assisted by the Friends of the Library, is a standard courtesy.

It is evident that the best libraries have well-treated library directors to administer the libraries guided by trustees.

Relationship Between the Board and the Director

It is critical to the progress of the library that the board and director work together toward common goals in a climate that fosters a free and open exchange of viewpoints. The expectations, roles, and responsibilities of each should be clearly delineated and understood.

In accordance with the library's written personnel policies, there is generally an initial evaluation period that allows the board and the director time to develop a working relationship. During this time either party may reconsider the arrangement.

A reciprocal relationship will flourish if the board follows these guidelines:

1. Hire with enthusiasm after an appropriate search.
2. Before hiring, be clear about your expectations of the director and your goals for the library.
3. Reveal any special problems the library has.
4. Support the director (new or continuing) in pursuit of goals and objectives decided on in discussions between board and director.
5. Handle problems as they arise. Be patient with the director while sticking to the goal of excellence in library management.
6. Define the roles of the board and the director and stick to the division, but provide mutual support in performance of the roles.
7. Treat the director as a team member and leader of the library, a participant in decision making and the professional advisor and resource.
8. Call for adequate reporting from the director.
9. Encourage the director to be involved in professional activities and give financial support to this participation.
10. Support the director in his or her position as administrator and stay out of the day-to-day operation of the library. Encourage the director to feel free to talk with the board members about problems.
11. Talk about the library in the community, including praise for the director. Introduce the director to the community. Aim for visibility for board, director, and library.
12. Encourage the director to be a futurist—knowing about trends and the projects of others and being allowed to dream about ideas and to try some of them.
13. Maintain a professional relationship with the director. Pass on the good that trustees hear about their libraries. Share the successes.
14. Pay the director an adequate progressive salary, a standard that applies to the staff as well. A contented adequately compensated staff responds well to the direction of a head librarian and to the desires of the board.

The Board's Relationship with the Staff

A clear understanding of the relationship between the board and staff members is vital to the smooth operation of the library. Ideally, the relationship will be analogous to that of a corporate board of directors; i.e., it should be one of cordial and friendly interest, but at no time should the board, or an individual board member, intervene between a staff member and the director. The board hires the director to be the expert in management of the library, including the management of all other personnel. Policies governing job specifications, salaries, and other terms of employment are the responsibility of the board; selection and supervision of personnel are part of the director's administrative duties.

There may be occasions when staff members go around the director and take their concerns and complaints directly to the board or to an individual board member. When this occurs, the staff member should be reminded that the board does not act on complaints from the staff except through a grievance procedure that is board policy. The proper procedure is to discuss the matter with the director. Any other action by overzealous board members will undermine the director's authority and probably produce the unhappy result of opposing factions and general disorganization within the library.

The board should not assume direct responsibility for day-to-day supervision of the staff other than overseeing the director.

Board members should not issue orders to the staff or make demands of the staff except through the director.

The board has no direct responsibility for assessing staff performance other than the director's.

There are times when it is appropriate for board members to work with staff members. Some examples of when board members may work with staff members are: in committee settings; in the long-range planning process; if requested by the director to make reports at the board meeting; and when planning library social events.

A policy that reflects the relationship between the library board, the library director, and the staff should be adopted, and it should be communicated to the staff so that it is clearly understood.

Evaluating the Library Director

Performance appraisal of the library director is an integral part of the evaluation of the library as a whole. It is a continuous process that should be used as a means toward determining the accomplishment of organizational goals and objectives and how well the library is being managed.

A formal evaluation of the director is good management practice and should be done regularly, at least on an annual basis. The evaluation should based on the job description and/or negotiated objectives agreed on at the time of hiring or soon thereafter. The criteria should be defined specifically, this providing the board with evidence of good management if the objectives are met.

Purposes of the Performance Evaluation:

- to provide the director with a clear understanding of the board's expectations
- to ensure that the director is aware of how well the board's expectations are being met
- to serve as a formal vehicle of communication between the board and director
- to identify the board's actual concerns so that appropriate action can be taken
- to document the justification for salary adjustments

Methods of Evaluation

To be effective, the evaluation method and process must be designed to accommodate your specific local situation. Directors can be judged in many ways, but quality of performance is clearly the best measure.

- Has the director managed the operation of the library so as to provide the intended services?
- Has the director managed the staff so that operations are friendly, efficient, and cost-effective?
- Has the director been a leader in making the library an important service in the community?
- Has the director moved forward satisfactorily on achieving the goals and objectives outlined for the library and for the director?
- Has the director provided sufficient information to the board so that it can perform its duties?
- Has the director kept in touch with new trends in library service and relayed these to the staff and board?

These are among the questions boards might use in assessing the director's performance. Any evaluation of the director should be based on how the library is doing. Is there satisfaction in the community? Is there praise for the library? Is there movement towards goals?

The Library Development and Networking Division of the Library of Virginia has examples of director evaluations that may be borrowed.

Developing the Evaluation Process

- Board and director jointly develop a list of factors that lend themselves to objective evaluation.
- Board develops general evaluation method, criteria, rating scale, and form.
- Board and director identify goals, long-range plans, and specific areas that need attention.
- Director prepares a set of objectives with time line.
- Board reviews objectives and suggests changes, if appropriate.
- Board and director negotiate changes in objectives.
- Director and board confirm objectives.
- Director handles implementation of actions to meet objectives, including delegation of tasks to staff.
- Director makes periodic reports to board on progress toward achieving objectives.
- Board and director makes revisions to objectives negotiated.
- Board conducts annual formal evaluation review.
- Board provides periodic feedback to director.
- Evaluation process repeated.

Expectations and Evaluation

Directors are accountable to many varied and sometimes conflicting constituencies. The board and the director must recognize these groups and agree on the priority of the demands of each. These constituencies might include:

- elected officials and the appointed governing officer who supervised other local government department heads
- library staff members who have diverse personal expectations for their director
- special interest groups who exert pressure on the director to respond to their concerns
- individual members of the board of trustees who have personal priorities for the library and the director

Good communication, effective public relations, a written plan, and clear policies will all help the board and director to deal with any conflicting expectations.

Remember: If the librarian is having a problem, give timely help—don't wait for an annual evaluation. Single episodes, slips, or errors should be disposed of when they occur and not held in waiting for an annual criticism.

The board's performance must also be evaluated as part of this process. Did the board conduct itself well, abide by the board/director divisions of responsibility, set objectives and work toward them, listen to reports, and provide needed assistance throughout the year?

The evaluation should be a constructive process. Most library directors welcome the opportunity to review past performance objectively against established criteria. A good evaluation interview will include both strengths and weaknesses and will help the director be more effective in managing the library.

Dismissal of the Library Director

One of the most difficult situations a board may have to face is the dismissal of the library director. It is an action that should not be taken lightly because it will reflect on the future of the library and on the career of the director.

There is less likelihood of having to take this action if care is taken in the hiring process and the board has a well-developed evaluation procedure in place.

If efforts taken to improve the difficulty are unsuccessful, and the working relationship between the board and the director reaches a point that it is not possible to continue, then dismissal becomes a last resort.

Generally the reasons for discharge are for poor performance or infraction of rules. Both the reasons for dismissal and the procedures to be followed should be stated explicitly in writing and adopted by the board as policy. It is important to avoid vague terms. An appeals procedure should be included to ensure fairness and to protect the director from false charges.

In considering dismissal of the director, the board should ask itself the following questions:

- Has the board acted responsibly?
- Has the board dealt with problems as they arose?
- Has the director received written notification of his or her dismissal and the reasons for dismissal?
- Has the director been given a full hearing?
- Have the charges been listed explicitly?
- Can the board defend its position?
- Does the board need legal advice?
- How will the dismissal be handled with the public?
- Do the policies need to be changed?

The board should understand that its responsibility is to provide the best possible library service. Every effort should be made to ensure that personalities and biases are not leading factors in a decision to replace the director.

Are personnel policies reviewed periodically?

Do you refrain from intervening in matters between the staff and supervisors?

Do the board and director jointly determine the criteria to be used in evaluating the director?

SUMMARY OF PERSONNEL RESPONSIBILITIES

Governing Board of Trustees[2]	Library Director
Employs a library director who meets state certification requirements and develops guidelines for staff selection.	Hires and directs staff according to board policy.
Provides adequate salary scale and fringe benefits for all employees.	Suggests improvements needed in salary and working conditions. Utilizes skills and initiative of staff members to the library's advantage.
Adopts personnel policies and personnel manual.	Provides board with recommendations and materials to review. Maintains a personnel manual.
Recommends qualifications and candidates for board. Notifies appropriate authorities of board vacancies. Provides orientation for new trustees.	Recommends criteria and assists in the selection of new trustees. Participates in orientation by introducing library staff, explaining procedures, etc.
Develops standards for evaluating library director's performance. Reviews director's effectiveness.	Suggest basis for evaluation criteria. Provides materials for board to study. Maintains records of all personnel.

Joint Responsibilities

Observes all local, state, and federal laws that relate to current employment practices.

Provides in-service training for professional development of staff members and effective implementation of policies. Provides opportunity for continuing education and advancement of staff and trustees.

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[2] These roles and responsibilities are primarily for governing boards. Advisory boards' roles and responsibilities may be different.

FINANCES

Funding

One of the main responsibilities of the library board is to obtain adequate funding for the library. In a time of rising costs, coupled with an increased demand for information, the library trustee is challenged to provide adequate funding to meet the informational needs of the local community.

Because libraries must compete with a wide range of other public services for their existence, it is essential that every trustee be informed about the financial needs of the library and committed to work toward increased support where necessary. The trustee must face financial problems realistically and remain constant to the goal of providing quality library services.

The library director and the library board share the responsibility for identifying the library needs of the community and seeking adequate funds.

> ***Public officials and citizens entrusted with governing a public library should have clear understanding of the library's role in the community and should work diligently to ensure that the library receives the financial support necessary to carry out its goals and objectives. Informed, active, and responsible leadership is critical to the successful operation of a library.*** **(Planning for Library Excellence, 1988)**

Library boards should have:

- A thorough knowledge of the various allocating authorities responsible for library funds.
- An awareness of supplementary sources of revenue, including state and federal grant programs, endowments, bequests, and private gifts.
- A clear understanding of the current financial needs of the library.
- A strategic plan for obtaining funds needed to carry out the long-range goals and objectives of the library.
- An understanding of the legal regulations and accountability required for library funding.
- A willingness to support actively requests for increased funding on the local, state, and national levels.

Funding Sources

Public libraries receive funding from a variety of sources: local taxation, grants, gifts, bequests and donations, fund-raising projects, fines and fees, and investments. Library boards must consider it a primary responsibility to keep informed about all sources of funding.

Local Government Support

In most public libraries in Virginia, funds to operate the library are derived from allocations made by the county, city, or town government under which the library is established. When additional funds are needed, the board must be prepared to justify to local authorities and to the general public the need for such expenditure.

State Aid

Sections **§42.1-46** through **§42.1-58** of the *Code of Virginia* authorize the awarding of grants to provide for the development of library service and to assist libraries in improving standards of service.

The formula for state aid provides for the allocation of grants based on the following factors, effective July 1, 1992:

- Forty cents of state aid for every dollar expended, or to be expended, exclusive of state and federal aid, by the political subdivision or subdivisions operating or participating in the library or system. The grant to any county or city shall not exceed $250,000;

- A per capita grant based on the population of the area served and the number of participating counties or cities: Thirty cents per capita for the first 600,000 persons to a library or system serving one city or county, and an additional ten cents per capita for the first 600,000 persons for each additional city or county served. Libraries or systems serving a population in excess of 600,000 shall receive ten cents per capita for the excess; and

- A grant of ten dollars per square mile of area served to every library or library system, and an additional grant of twenty dollars per square mile of area served to every library system serving more than one city or county.

State aid may be used for library materials, equipment, and furniture. Up to 25 percent of the grant may be used for salaries of full-time certified librarians. Libraries serving populations of 5,000 and above, and operating without a full-time certified librarian, receive a 25 percent reduction in their state aid grant.

Library boards should be thoroughly familiar with The Library Board's *Requirements Which Must Be Met In Order to Receive Grants-In-Aid* (17 VAC 15-110-10), or the *Requirements Which Must Be Met By Libraries Serving a Population of Less Than 5,000 In Order to Receive State Grants-In-Aid* (17 VAC 15-90-10). (See Appendices)

Federal Funds

From the 1960s until 1996, the Library Services and Construction Act (P.L. 101-254) provided funds to assist states in the extension and improvement of public library services. In 1996, Congress approved the Library Services and Technology Act (P.L. 104-208) "to stimulate excellence and promote access to learning and information resources in all types of libraries for individuals of all ages; to promote library services that provide all users access to information through state, regional, national, and international electronic networks; to provide linkages among and between libraries and to promote targeted library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills."

Miscellaneous Sources of Funding

- **Gifts and donations**: policies should be adopted on the acceptance and handling of these funds.
- **Endowments/foundations/trusts**: a library's own endowment, foundation, or trust fund can be established, with the interest used to supplement the tax-based budget or to finance a special project.
- **Fines and fees**: local policy determines the availability and use of fines and fees.
- **Fund-raising projects**: a Friends of the Library organization can be beneficial to the library in undertaking fund-raising events for special projects and programs.
- **Grants**: corporations and foundations are frequently good sources for additional funds. Directories are available that identify local, state, and national sources. These grants are highly competitive and success may depend on the library's ability to prepare a well-written grant proposal.

Budgeting

A budget is a plan for the expenditure of funds for the next year to carry out the library's program. The amount of funds available will necessarily dictate the extent to which the library can contribute to its mission. It is imperative that the board of trustees knows what it wants the library to accomplish in the coming year.

Budget Preparation

The preparation of the budget is a cooperative process involving the trustees, the library director, the library staff, and the community. The library director is responsible for the preparation of the budget request; the governing board of trustees is responsible for final approval and adoption of the budget.

The budget is directly related to the library's planning and the political funding process. Both short-term and long-term parameters will guide the budget building. A budget that merely repeats previous budgets is clearly indicative of lack of planning and is a disservice to the library's clientele. Good service and good planning will result in an innovative progressive budget.

Ample time should be allowed for the development of the budget and for consideration by the local funding authorities. Generally, it takes from six to nine months.

STEPS IN BUDGET PREPARATION

Activity	Persons Responsible[1]
1. Develop a budget calendar with key dates for completion, definition of tasks, and assignment of responsibility.	Library Director
2. Review the library's long-range plan, goals, objectives, community needs, economic conditions, and trends.	Board and Library Director
3. Evaluate programs and services to determine needed changes and the prior year's actual costs.	Board and Library Director
4. Discuss preliminary budget limits with local government(s).	Library Director
5. Make a preliminary decision on library priorities.	Board
6. Develop a draft budget, including contingency plans so that budget changes can be planned in a noncrisis environment. Justify budget with workload data, trend charts, etc. Balance all figures and show ALL anticipated revenues and expenditures.	Library Director
7. Approve or amend the draft budget.	Board
8. Submit the budget to local government officials for review and analysis and respond to questions raised.	Board
9. Support the budget with the appropriate authorities.	Board and Library Director

[1] These roles and responsibilities are primarily for governing boards. Advisory boards' roles and responsibilities may be different.

Presenting the Budget

Trustees play a key role in securing funds for the library. They must be thoroughly prepared to participate in presenting the budget: to explain, to justify, and to negotiate. The library must be prepared and defended as a basic community and information agency.

The chances for success in securing adequate funding are enhanced if the library has maintained good communications with the local funding authorities throughout the year. It is important that the local officials know how the funds are used and what the library needs.

- Invite officials to special programs, receptions, and library activities.
- Offer personalized library reference service and assistance to local government officials and departments.
- Be sure letters of appreciation, awards, and staff accomplishments are well publicized.
- Enlist the support of the Friends of the Library and the community to promote the library budget.

Implementing the Budget

Once the trustees have set their priorities and obtained funding, the library director and staff have the responsibility of implementing the budget.

Trustees must continue to fulfill their fiscal responsibilities, but their role now shifts to maintaining an awareness of budget implementation and adherence to the budget plan. Trustees should not be involved in the day-to-day financial operations of the library, however.

Specific procedures and responsibilities should be outlined in the local policy and procedures manuals so that all trustees and staff understand the lines of authority. The tasks, authority, and duties for library spending must be clearly delegated to the bookkeeper, director, or other staff. Trustees may be asked to contribute specific expertise in fiscal management, but their major role is planning, budgeting, and securing funds.

The library director is responsible for keeping the trustees informed of budget implementation. Trustees should:

Review regularly scheduled financial reports:

- Current expenditures
- Year-to-date figures
- Total budget
- Balance of budget
- Explanation of major changes

An annual report of expenditures must be filed with each local funding agency and with the Library Development and Networking Division of the Library of Virginia.

Monitor fiscal operations of the library to assure:

- Financial records are complete and accurate.
- Resources are managed in an economical and efficient manner.
- System of internal controls exists to safeguard the assets.
- Accounting methods are accurate.

SUMMARY OF FINANCIAL RESPONSIBILITIES

Board of Trustees[4]	Library Director
Keeps informed of the financial status, funding sources, and needs of the library.	Maintains complete and accurate records of finances, inventory and annual reports; includes information with reports to the board.
Scrutinizes preliminary budget request submitted by library director; makes recommendations and officially adopts budget.	Prepares any local, state or federal budgets based on present and anticipated needs, considering board's plan for library growth.
Reviews expenditures in accordance with the budget, amending budget if needed.	Decides on the use of money and disburses funds based on approved budget and the Virginia Public Procurement Act.

Joint Responsibilities

Attend budget hearings of funding agencies to answer questions about library growth and administration and to supply facts and figures to defend budget requests.

Explore all methods of increasing the library's income through new sources and cooperation with other libraries or agencies.

Submit an annual report of activities, income, and expenditures to be filed with each funding body or agency and with the Library Development and Networking Division of the Library of Virginia.

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[4] These roles and responsibilities are primarily for governing boards. Advisory boards' roles and responsibilities may be different.

LEGAL RESPONSIBILITIES OF ADVISORY BOARDS

Advisory boards are limited in authority, and consequently in legal responsibility, to those powers granted by the local government.

LEGAL RESPONSIBILITIES OF GOVERNING BOARDS

Public library trustees must know and accept their legal responsibilities as governing agents of the library. Trustees need to be aware of general legal requirements, strive to act within the law, and seek expert assistance as appropriate.

Governing library trustees acquire their position through state law and, as such, are public officials. As with any public official, the appointment carries with it certain basic legal responsibilities:

- Maintaining good faith with constituency;
- Obeying federal, state, and local laws;
- Accepting office, including all its power and obligations;
- Showing diligence in the job;
- Managing property and finances for the constituency served; and
- Making proper choice of library director.

As a trustee, you hold a public trust for the citizens and taxpayers of the community served. When you accept this office, you also accept duties and responsibilities. You should understand that your board's decisions are subject to public scrutiny and to challenge in court. This makes fulfilling the board's legal duties in a responsible manner of the utmost importance. Review carefully the areas of liability and the guidelines for preserving the public trust.

Areas of Liability

- **Acts in excess of authority**. Boards can be sued if they or their employees make errors when they act outside the scope of their library authority (example: exercising censorship).
- **Nonfeasance**. Boards can be held liable for failing to act when action was required or failing to stop an illegal action (examples: failure to get copyright clearance for cassette duplication, failure to complete any contract as agreed upon).
- **Negligence**. Boards can be held liable for the negligence of the administrator, staff, or themselves (examples: unsafe buildings and grounds, failure to supervise funds).
- **Intentional tort**. Boards can find themselves liable for statements made in haste or for angry actions of another trustee or staff member (examples: libel, assault, improper discharge of an employee).

- **Unintentional tort**. Boards can be held liable when a member of the board or the staff in good faith accuses a person of committing a crime but is mistaken in judgment or identification.
- **Acts in contradiction to the law**. Boards can find they are liable for failure to act in compliance with state statutes or administrative rules (Examples: purchasing property without bidding, tailoring specifications to a specific bidder, conducting business at meetings that are not open to the public, improper reimbursement to trustees or employees).

Defenses for Liability

Boards can lessen the possibility of liability through the following actions:

- Encourage all trustees to attend board meetings, study the issues, ask questions, vote, monitor progress, and maintain active committees.
- Abide by the time limits of the terms of office for trustees specified in the Virginia *Code*. Replace trustees who do not participate or attend.
- Keep all library board meetings open to the public as required by the Virginia Freedom of Information Act and make sure advance notice of board meetings is given to the public.
- Read the minutes and make corrections.
- Vote against proposed action if convinced there is insufficient information on which to base an opinion; make sure minutes reflect that vote. When abstaining until more information is provided, follow up on the issue and let the record show that you abstained and the reason.
- Use a qualified attorney for all legal matters and controversial issues.
- Adopt written rules, regulations, and policies and keep them up-to-date. Publicly post rules, regulations, and meeting minutes to avoid any charge that the information is being kept secret.
- Publish minutes in newspapers or the library's newsletter or post them on a library bulletin board to educate the public and to provide a continuous public record of board actions.
- Adopt rules, regulations, policies, and budgets formally by use of a motion, second, and documentation in board minutes. Hold public hearings as needed.
- Refuse to allow any existence of conflicts of interest on the board. Write a letter of protest for the record if conflicts are occurring. (Examples: a trustee of the library being reimbursed as the board's attorney, investment advisor, banker, insurance consultant, accountant, or purveyor or goods and services that the library buys.) A general rule is that a trustee may not receive any profit whatsoever in dealing with the library.
- Unless local government audits the library, require and obtain a certified public accountant audit once a year.

Indemnification

Although suits brought against library board members are not common occurrences, members are at some risk and should seek to protect themselves. The library board should check with the local governing authority to determine if members are shielded from personal liability. If the board does not have statutory protection, it should investigate other options. Libraries established under the corporate structure will need to determine if individual board members are liable for damage caused by the corporation. Some library boards protect themselves by purchasing director liability insurance for members and employees.

The American Library Trustee Association (ALTA) developed and approved the following indemnification statement:

It should be considered mandatory that every library have an adequate level of insurance coverage. If any claim or action not covered by insurance or state statute is instituted against a trustee, officer, employee or volunteer of the library system arising out of an act or omission by a trustee, officer, employee, or volunteer acting in good faith for a purpose considered to be in the best interest of the system, or if any claim or action not covered by insurance or state statute is instituted against a trustee, officer, employee, or volunteer allegedly arising out of an act or omission occurring within the scope of his or her duties as such a trustee, officer, employee, or volunteer, the system should at the request of the trustee, officer, employee, or volunteer:

a) appear and defend against the claim or action, and
b) pay or indemnify the trustee, officer, employee, or volunteer for a judgment and court costs, based on such claim or action, and
c) pay or indemnify the trustee, officer, employee or volunteer for a compromise or settlement of such claim or action, providing the settlement is approved by the board of trustees.

Decision as to whether the system shall retain its own attorney or reimburse the trustee, officer, employee, or volunteer expenses for their own legal counsel shall rest with the board of trustees and shall be determined by the nature of the claim or action.

The term trustee, officer, employee or volunteer shall include any former trustee, officer, employee or volunteer of the system.

Does your board have legal counsel?

Do you understand your legal responsibilities as a board member?

SUMMARY OF LEGAL RESPONSIBILITIES OF GOVERNING BOARDS

Board of Trustees[5]	Library Director
Seeks cooperation with officials of the governing agency, keeping in mind the special legal obligations of the board.	Attends board meetings and suggests legal review or counsel on appropriate board actions.
Attends and participates knowledgeably in all board meetings and decisions to assure conformity with legal responsibilities.	Advises the board on compliance with relevant procedures and laws and potential conflicts of interest.
Follows appropriate procedures and laws for budgeting, contracting, hiring, auditing, etc., and avoids conflict-of-interest situations. Prepares all needed library reports for local government and the Library of Virginia. Provides copies to the board and the community.	

Joint Responsibilities[6]

Knows, studies, and abides by all local, state, and federal laws that affect public libraries and empower boards of trustees.

Note especially these laws in the *Code of Virginia*:

- **§42.1-3-59** (Public Library Laws)
- **§2.1-340-346** (Freedom of Information Act)
- **§11-35-80** (Virginia Public Procurement Act)
- **§2.1-377-386** (Privacy Protection Act)
- **§42.1-72-74.1** (Library Offenses)
- **§58.1-600-639** (Virginia Retail Sales and Use Tax Act)

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[5] These roles and responsibilities are primarily for governing boards. Advisory boards' roles and responsibilities may be different.

[6] Ibid.

LIBRARY PLANNING

Planning is the deliberate, preferred manner of preparing for library service in the future. It is the responsible means of fulfilling future community library needs.

A long-range plan, based on knowledge of the community, community expectations, resources of the community, and realistic projections of the future needs of the community will enable the library trustees and administration to perform their responsibilities better by providing efficient and progressive library service.

> ***Every library shall develop, prepare and be guided by a long-range plan.***
> **(Planning for Library Excellence Revised [Draft])**

What Is A Plan?

- A summary of the current status of the library. Look critically at what the library does now. A plan is reality pushed into the future. By assessing the current situation, obvious needs and directions can be identified. Don't be afraid to brag about a good library.

- An assessment of community needs. A library's first responsibility is to address the needs of its community. It is basic planning to know what the community needs are. The American Library Association has developed a number of tools that can help identify useful statistics and statistical sources for understanding a library's community.

- A statement of the library's mission, goals, and objectives. Once the library's overall role and mission are defined, specific goals with measurable objectives can be set. All decisions should be made in view of the plan.

- An ongoing process. Planning is an ongoing process. No plan is perfect. Unexpected events necessitate changes in any plan, and changing times present new problems and suggest new approaches to meeting library goals. Unless some crisis requires immediate updating of the plan, the plan should be updated on an annual basis.

Planning Tools

The American Library Association has several useful planning publications. Among the most important of these are: *Planning and Role Setting in Public Libraries* and *Output Measures for Public Libraries*, published in 1987. They have been widely used by Virginia public libraries for strategic planning. An important new publication of the American Library Association was recently (1998) issued in two parts: *Planning for Results: A Public Library Transformation Process*, which was designed to be a revised and updated edition of *Planning and Role Setting*.

How Is A Plan Developed?

There is no one best way to plan. Planning requires commitment, time, and organization.

- **Preparation for planning requires:**

  Clarifying planning purposes and methods.
  Defining responsibilities.
  Allocating resources to planning.
  Establishing a planning schedule.

- **Gathering the information for planning requires:**

  Reviewing community needs for library services including cultural, educational, and informational resources of the community.
  Looking at the demographic and economic data of the community.
  Identifying factors in the library's environment that may affect the provision of services.

- **Analyzing the information allows:**

  Understanding of the community needs for library service.
  Realizing objectively what the community has and what the community lacks.
  Defining the library's role in the community.

- **Development of a library's mission, goals, and objectives allows:**

  Responsiveness to the community's needs, interests, and priorities.
  Prioritizing programs and directing efforts toward tasks leading to the attainment of the stated objectives.
  Evaluation of where your library is in relation to the total plan.

Remember that excellence in public library service is not an idle dream. It is achieved daily by libraries matching library services with community needs, interests, and priorities as identified through effective, thoughtful planning.

Benefits of a Plan

- Allows rational justification of your budget with governing authorities
- Helps you prioritize programs and direct efforts to attaining objectives
- Motivates the staff and board
- Encourages coordination and accountability
- Gives a clear measure for success
- Assures enough lead time to undertake projects effectively
- Leads to steady growth by encouraging yearly evaluation

Recipe for a Plan

A plan is a flexible document seasoned by specific local needs. Most plans include the following:

- Description of the library's service area and communities
- Summary of data supporting library's needs
- Statement of general goals and specific objectives
- Details of services, programs, personnel, collection, and facilities desired
- Identification of priorities
- Timetable for achieving goals and objectives, both short- and long-range
- Cost projections for implementing the **Plan**
- Projections of resources
- Assignments and responsibilities for implementing the **Plan**
- Publicity campaign to accompany changes
- Provision for evaluation and reassessment at specific intervals

WE PLANNED. HOW ARE WE DOING?

The manual, *Planning for Library Excellence*, Revised (Draft), is an excellent resource for reviewing services and resources.

Does the library have a long-range plan on file at the Library of Virginia?

Is the plan updated annually?

Have procedures been drawn up for evaluating the plan?

Is the responsibility for planning clearly defined?

Are you familiar with and committed to your library's long-range plan?

Planning Library Buildings

As trustees face the challenges of planning library services for the future, increased space and additional locations may become a major consideration. Governing boards must decide whether to build a new library, renovate or expand current facilities, or find an existing space to be converted into a library. Construction plans should be considered in the context of the total library plan. Trustees need to study service needs, explore alternatives, project funding, and establish priorities.

Most planning processes will lead to the identification of a probable date when new library space should be in operation.

While having a new building may be the best answer, it is not always the most practical and should be measured against other options: purchase of an existing building, lease of an existing building, remodeling of the library, addition to the library, or in some cases, addition of branches. Depending on the library and its services, the addition of a bookmobile or other outreach techniques may be considered in expansion plans.

> ***At least every five years, each library system will conduct a community analysis and library-space-needs assessment. Utilization of the latest planning tools, such as Output Measures for Public Libraries and Building Blocks for Library Space, is recommended. Space needs should be incorporated into the library's planning documents.*** **(Planning for Library Excellence, Revised [Draft])**

Building Program

After the library has completed its community analysis, defined its long-term goals and objectives, and determined the need for additional space, a library building program is developed. The building program defines the specific needs of the library in both quantitative and qualitative terms. The building program should bring together the thinking of the library board, the library director, the library staff, and the community on the purpose, scope, and function of the library building program.

The building program should also stress that the building must be flexible and able to respond to future developments. Library functions and spaces should be able to expand and contract as needs develop or diminish. Existing and future technologies should be anticipated. Computerization, miniaturization, electronics, and other factors are already in play and will continue to develop. This has implications for the building's structure; its heating, ventilating, and air conditioning systems (HVAC); its power, lighting, electronic, and communications systems (PLEC), as well as the ergonomic needs in planning spaces and equipment.

Architect

The architect should be hired only after a library has completed these beginning steps of construction planning. The architect can then use the library building program in designing the building.

Architectural services are covered under professional services in the Virginia State Procurement Act. Therefore, a Request for Proposal (RFP) is issued for services.

In hiring an architect, the library should solicit applications, rank them by preference, and then enter into negotiations with the top choice, conducting personal interviews with the person or firm that interests the library board. The past experience of the architect should be considered, as well as the architect's personal philosophy. Final fees should be discussed and agreement reached. If agreement cannot be reached with the first choice, the board then declares that is the case and enters negotiations with the next candidate.

Design of the Building

Once an architect is hired, the actual design of the building can proceed, along with final decisions on location, size, addition, or all new construction, etc. The general steps that will be followed are:

- Preparation of schematic design
- Preparation of preliminary plans and design development
- Preparation of specifications and working drawings
- Advertising and receipt of bids
- Bonding process
- Award of contracts
- Actual construction
- Acceptance of performance
- Move to new building

Planning Responsibilities

Planning for Library Excellence, Revised (Draft) should be consulted for building-related state standards and guidelines.

Trustees, staff members, consultants, architects, interior designers, city councils, county boards, jurisdictional staffs, regional planning departments, and community members all fit into the picture.

Trustees

- Determine that a new building is needed
- Provide leadership in the campaign to inform the community and secure necessary support for the project

- Appoint a building committee and assign tasks
- Select and hire library building consultant
- Select and hire an architect
- Obtain financing for the project
- Select and purchase the site
- Approve the written building program
- Approve preliminary and final architectural plans
- Solicit and approve bid documents
- Approve all contracts and any change orders to the contract

Library Staff

The library director and staff actively participate in planning for construction projects by compiling information, surveys, and statistics; by helping to prepare a written building program; by preparing building applications and reports; and by maintaining project records. The library director must be a member of the building team for accomplishment of a functional plan to support the library program.

Library Building Consultant

The consultant is usually an experienced librarian who has participated in several building projects. The cost of a building consultant can usually be saved many times over in reductions in construction and operating costs. Working with board and staff the building consultant can provide any or all of the following services:

- Survey the library's space needs
- Write the library building program
- Project a preliminary project budget
- Provide site analysis and recommendations
- Provide advice on funding options
- Provide assistance in selection of the architect
- Review all plans prepared by the architect and provide a written evaluation
- Review needs, specifications, and layout for shelving, furniture, and equipment
- Provide a final inspection of the facility

The Library Building Consultant of the Library Development and Networking Division of the Library of Virginia can provide building consultation advice and guidance.

We're Set To Go. What's Next?

The board, with its planning completed, money in hand, and architecture in the final stages of plans, should follow this sequence:

- Review every nuance of the building plan. Decide what features can be optional (bid alternates) so that separate bids can be taken on these items.
- Review estimated costs so that the construction bids do not surprise.

- Follow all local ordinances and structures. Zoning and building codes should be checked as plans are made, but enlist the help of appropriate officials in the plan review and in recommending contractors to be asked to bid.
- Follow correct bidding procedures, legal and ethical. Allow time for bidders to estimate closely. Invite enough bidders so that there is a range.
- Analyze bids ruthlessly. Be sure you are getting what was specified with no unsuitable substitutes. Accept the bid that most closely meets specifications as well as offering good value.
- All bids too costly? You can call for new bids to an amended set of specifications. You can also rule out the optional features (bid alternatives) that did prove to be too much.
- Create a team of board, director, architect, and contractor to follow progress and to make regular reports.
- Expect some changes. Discoveries will be made about unexpected problems and opportunities. The contractor may suggest, for example, that a new tile may be less expensive and serve just as well as that specified. If so, that's a credit you can apply to something that will cost more (such as discovering poor soil on the site).
- Expect performance. This building is going to be a fixture in the community for a long time and should be properly and expertly built. Some boards find that the contractor has taken the job as a fill-in. Don't accept excuses!
- Watch the expenditure of funds in a professional manager. Payments should be made upon proper evidence, but promptly. If you need financial advice, seek it from a good mortgage banker or experienced purchaser of construction.
- Meet frequently during the building process. Meetings keep you in touch with progress, permit decisions on changes, and provide the material for ongoing public relations in the community.
- Plan for orderly occupation of the building, when it's ready, with festivities and community involvement. Allow plenty of time for moving in, completing the landscaping and other amenities, and then showing off the newest and best community asset.

Keep in the back of your mind how long it took to achieve this objective. Keep "need for expansion" in your planning process so that the next building will arrive when it is needed. There is nothing more satisfying than a new facility that enlarges the ability of the board to bring exciting services to an appreciative community.

Questions and Answers About Buildings

Confirm the needs the building will serve and decide how to translate these into an actual plan:

1. Should the board use a building consultant?

In recent years, many librarians have specialized as building consultants, most often in determining space needs and layout for the purpose the board has envisioned. A consultant will look at the community data, consult with the librarian, staff, and board, and apply data to recommendations right down to location and size of a department in the building. Most consultants are **not** designers, but they provide guidance to the architect who must visualize the structure.

The Library of Virginia can provide a number of names and consultants for the board's consideration. The Building Consultant of the Library Development and Networking Division of the Library of Virginia can also provide building consultation advice and guidance.

2. How does a board find an architect?

Boards can visit or review plans and pictures of other libraries for clues to architects who may be asked to be interviewed. Until a few years ago, there were few architects specializing in libraries, but many in the profession have since found these structures challenging.

The board will need to be satisfied that the architect has a good understanding of the functions of libraries, will work closely with the board on designs reflecting what the board feels the community will enjoy, and will give good supervision with the contractor. Legal counsel should be sought on an appropriate contract.

Even architects experienced in library design need the guidance of specifications for use by the library: space for special purposes, the need for floor loads, extra power, access by the handicapped. Directors (and the consultant if used) will have noted the special needs of libraries for public and private areas, for loading, for staff use, and for expansion at a later date.

3. How does the board find a contractor?

Specifications by an architect will be submitted to contractors for bids. It is wise for the board to have the specifications include a number of options so that it can add or subtract as cost is known. Libraries that think ahead have often been able to get inexpensive future expansion space, for example, with the building. And the board should be prepared to settle for less- luxurious features should costs mount.

The board should interview contractors if it wishes to prequalify them for the bidding. Often the municipality or county will have a list of those to whom it offers the bidding opportunity. Multiple bids are needed, but an overly long list may not add to the board's ability to make the decision. Low bid is one factor, probably the most important, but value and evidence of good work elsewhere are additional considerations.

4. Who supervises the building?

Usually the library director is the link from the board to the architect and builder and to the person who checks to be sure the library is meeting local ordinances and codes. The director and architect, and sometimes the builder, bring to the board decisions on changes as well as regular reports on progress. The board watches and asks questions. The project is a team effort, which may also involve local officials. The better the original plans and the more precise the specifications, the more likely that construction will run smoothly.

Most library boards, having weathered a building project, report that vigilance on the part of the board, watchdogging by the architect, timely performance by the builder, and surveillance by the director kept the project on time and in good order. Most boards also report relief when the project was completed; building can be a trying time for all the people involved.

5. How does the library keep the public informed?

Especially on a visible building going up, there will be public interest in what's happening. Regular updating of press releases is indicated, and there are times during the process when special events can be held, such as groundbreaking, cornerstone laying (perhaps with a time capsule), setting the first brick, and topping off.

6. How should the board plan well in advance for use of the new facility?

Plan and announce, when it's safe to do so, an occupancy date when the public can see the building. If the community is to be involved in helping to move, set dates and procedures.

Withhold an open house until the library is really ready, complete with parking and landscaping. Make the ceremonies memorable; the date will be the library's birthday for many years.

7. When does the board begin thinking about future needs?

Ideally, the new space will meet needs for a long time—but not forever! Keep on the planning agenda some space for thinking about what comes next.

Most of these elements apply to planning of new space whether in a new building, an existing building, or a conversion.

Construction Timetable

Trustees should understand that the planning process for library construction will require a substantial amount of effort by the board, the library director, and the staff. Planning normally takes approximately twenty-four months and delays must be anticipated.

Sample Timetable for a Building Project

February	Preliminary determination of a space need
March	Selection of a building program consultant if one is to be hired
May	Building program written
June	Site application completed
August	General and financial application (local funding commitment) completed
March	Architect's contract signed Title to site transferred
April	Architect's schematic plans reviewed by trustees and director
May	Architect's design development plans reviewed by trustees and director
July	Architect's working drawings reviewed by trustees and director
August	Advertise for bids after approval of architect's final plans
October	Bids are publicly opened and contract awarded to lowest bidder meeting all requirements
November	Construction of library begins

Funding for Buildings

The need for a new library building or renovation of an existing one is usually evident long before funds become available to begin the project. Good planning, along with the commitment of the board, can help shorten the time between these two points.

There are a variety of sources for financing library buildings. In many cases, more than one source is used. The board and the library director should be aware of the different funding possibilities and be thoroughly familiar with the advantages and disadvantages of each one.

Local Government Appropriation

The local government is a viable source of funding for buildings. It is not uncommon for a project to be financed over a period of three to five years, scheduled to accommodate the use of current revenues.

Bond Issues

Another method is to have a library bond referendum on the ballot to finance the project. This method requires the development of a comprehensive-needs statement, convincing the local government of the needs, understanding the electorate, and conducting an effective campaign.

Federal Grants

The last federal Library Services and Construction Act grants for library buildings were awarded in 1997. Currently, there are no federal funds available for new library construction and renovation.

Gifts and Bequests

Gifts and bequests from citizens and corporations have traditionally provided funds to supplement other sources of funding. Occasionally, a single benefactor will contribute the full amount or make a substantial contribution to the building fund. As a rule, however, securing funds by this means is a slow process and should not be relied on as the sole funding source.

Public Subscription and Donations

Fund-raising requires a great deal of time and careful planning. Unless professional assistance is available, it is difficult to depend on this means except for small projects.

SUMMARY OF RESPONSIBILITIES FOR PLANNING

Board of Trustees[7]	Library Director
Analyzes the community and considers the strengths and the weaknesses of library service.	Participates fully in the community-analysis process and in the continuing survey of library service.
Sets goals, adopts both short- and long-range plans for library growth.	Recommends plans for library's growth and objectives to achieve goals. Selects strategies for achieving objectives.
Sets priorities and decides on course of action to implement plans.	Administers library in terms of its plans as adopted by the board; suggests revisions as needed.

EVALUATION OF PLANNING

Evaluate the library annually when planning for future development. Review the budget versus service, personnel, public relations, policies, regulations, building maintenance, etc.

[7]These roles and responsibilities are primarily for governing boards. Advisory boards' roles and responsibilities may be different.

TRUSTEES AND THE POLITICAL PROCESS

It is essential for trustees to be knowledgeable about the political process and to learn ways to affect decision making. It is equally important for trustees to understand the layers of the political process. In Virginia, these layers include town, county or city, and state officials who have certain powers through which libraries gain support. On the national level, Congress makes broad decisions that filter directly down to affect states and localities. Trustees need to cultivate frank, open relationships with all of these officials, working with them to produce the best possible climate for libraries.

Lobbying

Lobbying is the process of expressing opinions to the decision makers and supporting those opinions. It provides an excellent opportunity for trustees to speak out with knowledge and experience, to present facts, figures, and evidence, and to help legislators understand libraries and what they mean to their constituents. Trustees should get to know their elected officials on the local, state, and national levels and to communicate with them about the issues affecting libraries.

Lobbying is the job of trustees. You represent the community and are advocates of the library. Trustees can make a different because:

- You see the library from the user's viewpoint;
- You have a perspective on the full range of public services;
- You represent a broad base of consumers;
- You are volunteer participants in government; and
- You are voters.

Remember, you do not have to do it alone. Others in the community will be willing to support you if you provide them with the facts and let them know you need their help. In any lobbying effort, participants need to understand the legislative process and to proceed under a coordinated plan of action.

Although there are a variety of ways to lobby, there is no substitute for personal contact. Remember always to thank elected officials for listening to you and for helping you.

Keep up with proposed legislation on the local, state, and national levels that may have an impact on library service in your community. Support and participate in state and national Legislative Day activities sponsored by the Virginia Library Association. Be a true advocate for libraries!

The ABC's of Lobbying for Library Trustees

ANSWERS	Be sure you have them. Anticipate questions and be prepared.
BUILD	coalition. Involve others who share your concerns: library users, Friends, business people, teachers, retirees.
COMMUNICATE	State your case clearly, concisely, consistently.
DEVELOP	a plan with a timetable for what you want to accomplish. Follow it.
EXPERT	Remember you're it.
FOCUS	on the facts. Prepare a simple fact sheet to give to legislators. Use as the basis for letters, testimonials.
GOALS	Know what you want and how you aim to make it happen.
HELP	fer the library's services to those you're trying to impress.
INVITE	a legislator to lunch. Sponsor special legislative days or breakfasts to share your concerns.
JOG	their minds about libraries year-round. Send newsletters, articles of special interest. Don't wait for a crisis to make a contact.
KEEP	our cool. Avoid arguments. Keep talking and smiling.
LOCAL	Represent the local point of view. Tell how the proposal will affect the library and voters in your community.
MEMBERS	Don't take your members/supporters for granted. Keep them informed of what is happening and how they can help.
NEEDS	Know the library's needs and priorities. Work with the director.
OPINION	Speak up with your opinion. Make clear whom you represent.
POLITICS	Learn how politics are played in your area, who the key players are.
QUICKLY	Know the status of your proposal and be ready to respond quickly.
REASONABLE	Keep your request reasonable. Be prepared to compromise.

SUPPORT	legislators who support libraries. Give money. Campaign. Urge others to support them. Above all, **vote** for them.
THANK	your legislators in person and in writing. Let them know you appreciate them.
USE	the correct form of address, a small, but important detail. Check your library for correct names, titles, and addresses.
VISIT	your legislators. Attend meetings. Let them meet the face behind the voice or letter.
WRITE	letters, friendly, to the point, that let the legislator know where you stand. Avoid form letters.
(E)XTRA	attention to detail pays off. Your credibility depends on being well organized.
YOU	can make a difference. Let those in power know there are people out there who care about libraries.
ZEALOUS	Never give up! Be zealous in your efforts to keep libraries visible and their needs known.

Adapted from the brochure *Speaking Out For Libraries*, produced by the American Library Trustee Association.

Do you know your local, state, and national elected officials?

Have you contacted your state or national legislators about library legislation or funding?

Do you discuss pending legislation at your board meetings?

PUBLIC RELATIONS

The availability of library services and materials and the essential role libraries play in improving the quality of life should be conveyed on a continuous basis through a sustained community and public relations program. The ability to demonstrated a positive image of the library and promote its services and programs to the community can mean the difference between a barely adequate library and one that receives wide support from the community at large and from the library's funding sources. The community and public relations program should be both internal and external, reaching staff, trustees, volunteers, Friends groups, and community leaders as well as users and nonusers of the library. **(Planning for Library Excellence, Revised [Draft])**

Public relations goes beyond the development of publicity to advertise the services and resources of the library. It encompasses a total program in which the library projects the true images of what it is and how it functions, with the goal of developing better understanding and support from the various publics that it serves.

Libraries seldom sell themselves. Reality dictates that they must be marketed if they are to realize their full potential. It is essential, therefore, for trustees to have a clear understanding of the importance of public relations, to establish a public relations policy, and to become involved as a board and as individuals.

Publicity

There are a variety of ways in which the library can inform the community of its services and foster a positive public image. Liberal use of the media and creative use of all forms of publicity help to make the public aware of the wide range of materials and services that the library provides. The board must assure that time, staff, and funding are available for advertising library services.

Board Responsibilities

- Establish a public relations policy.
- Assure that the library has a public relations plan and schedule.
- Support staff training and involvement in the public relations program.
- Participate in public relations events and evaluate the public relations program and public services.
- Budget for public relations.

Individual Trustee Responsibilities

- Be vocal, visible, and well-informed.
- Use the library and spread the word.
- Listen to the community.
- Talk to individual groups about the library's progress, plans, and policies.
- Work closely with local officials.

- Tell people what trustees do, who they are, when they meet, and how they can be reached.
- Sell the philosophy and merits of high-quality library service.
- Provide facts and figures to persuade people.
- Support the Friends for the Library and recruit members.

Does your library have a plan for public relations?

Does the budget include funds for public relations?

Do you actively promote the library in the community?

FRIENDS OF THE LIBRARY

Friends of the Library are groups of citizens who join together to support, improve, and promote libraries. They understand the importance of library service to the community and work in a variety of ways to help provide high-quality service and to stimulate the use of the library.

Friends have no vested interest in the library and are in the unique position of being able to make enormous contributions in several areas: fund-raising, services, public relations, advocacy, volunteerism, and community involvement. Their activities change as needs change. Friends usually select a limited number of activities to emphasize.

The roles of trustees, library director, and Friends are related but distinct. Trustees represent citizen control and governance of the library. The library director represents the administration and management of the library. Friends of the Library represent citizen participation and assistance to the library. It is highly important to the success of the total library program that all three clearly understand their respective roles and work together toward common goals.

Working With Friends

Trustees should assist the Friends organization and support its activities by providing leadership in the following ways:

- Develop a policy on Friends
- Become a member and attend Friends special events
- Appoint a liaison with the Friends
- Ask for input from the Friends
- Express appreciation to Friends for their support and service

A good relationship between the library director and the Friends group is essential in fostering a climate for joint accomplishments. Each must have a basic understanding of their goals and objectives, a recognition of the strengths that each brings to a common purpose, and the realization that through cooperation they can achieve ultimate success.

What Are Friends For

The purposes of organizing a Friends organization vary depending on group interest and community needs. Friends are usually organized with one or more of the following objectives:

- To increase community awareness and use of the library
- To work for library legislation or appropriations
- To encourage gifts, endowments, and memorials for the library
- To provide direct financial assistance
- To raise money and campaign for a new building, renovation, or expansion
- To sponsor programs designed to add to the cultural life of the community
- To volunteer work in the library on specific projects designated by the director

Friends can be most effective by:

- Adopting bylaws, including a clear statement of the Friends' roles
- Keeping informed of library plans and policies
- Planning their activities with the approval of the library director
- Carrying out projects without excessive demands on the library staff

Friends of Virginia Libraries

A statewide Friends group was formed in 1993. This group publishes a quarterly newsletter that enhances communications between local Friends groups, provides annual awards to outstanding local Friends groups, and provides financial assistance in the formation of new Friends groups. Friends of Virginia Libraries may be contacted through the Public Library Consultant of the Library Development and Networking Division of the Library of Virginia.
(Phone: [804] 692-3763)

Need help in organizing or revitalizing a Friends group?

The Library Development and Networking Services Division of the Library of Virginia can provide assistance in getting a Friends group organized and in maintaining an active program. Consultative service, books, videotapes, audiotapes, lists of other Friends groups, and a variety of brochures and newsletters are available on request.

Does your library have a Friends group?

Does the board have a policy on the Friends group?

VOLUNTEERS

Volunteers constitute an important community resource for many public libraries. When a program is developed, it should be with the understanding that the use of qualified volunteers in a library program is a supplement to, not a substitute for, paid staff.

Volunteers usually come to the library on an individual basis and participate in ongoing work or special projects within the library setting. Their tasks should be of genuine significance and should enhance the services and capabilities of the library. Volunteers can be advocates for the library within the community.

Libraries should not undertake a volunteer program unless the library board and the director are committed to the concept and are willing to devote the necessary time to develop a program that is well managed and will benefit the library.

Successful volunteer programs are:

- Planned and approved by the staff and board
- Based on written policy
- Managed under sound personnel practices—training, evaluation, and development are important to volunteers
- Clear about job descriptions, the status of the volunteer, supervision, expectations as to work schedule, and consistent service
- Clear about policies concerning insurance, use of library vehicles, and paid expenses
- Cognizant of the need to recognize and show appreciation for volunteer work
- Realistic in expectations of hours donated, types of work to be done, and the training required
- Open to the community, in an effort to utilize the skills and talents of people who can contribute to the enhancement of library service

Has the board adopted a policy for volunteers?

Are there procedures in place for managing the volunteer program?

THE LIBRARY OF VIRGINIA

Mission

The Library of Virginia collects, preserves, publishes, and makes available materials and records of Virginia's history and culture. It manages a general reference and research library; is the official depository of state documents and a repository of local and federal documents; provides direction, assistance, and counsel to all libraries in the commonwealth, to all communities which may propose to establish libraries, and to all persons interested in public libraries; administers and distributes state and federal library funds; contracts with other states, regions, or districts for the purpose of providing cooperative library services; conducts a program of records management for official state and local records; serves as the archival agency of the state; and publishes original documents and manuscripts related to the commonwealth of Virginia.

The Library of Virginia was established by the General Assembly in 1823. It is the library agency of the state, the archival agency of the Commonwealth, and the reference library at the seat of government. The Library of Virginia's new building on Broad Street between Eighth and Ninth Streets contains 316,500 square feet of office and collection storage space plus two levels of underground parking for patrons and visitors. This six-story building includes a lecture hall, conference-sized meeting space, an exhibition room, comfortable reading areas, and special rooms providing secure access to archival records and special collections.

The Library of Virginia is governed by The Library Board, whose fifteen members are appointed by the Governor. It is directed by the Librarian of Virginia who is appointed by The Library Board.

The Library of Virginia is organized into six divisions: the Archival and Information Services Division, the Collection Management Services Division, the Information Technology Services Division, the Library Development and Networking Division, the Publications and Educational Services Division, and the Records Management and Imaging Services Division.

Archival and Information Services

The Library of Virginia manages the archival and printed collections of the commonwealth of Virginia in fulfillment of its mission as the research and reference library at the seat of state government. As the official state archival repository, the Library preserves and provides access to more than 83 million manuscript items documenting four centuries of Virginia history. Among these materials are the papers of Virginia's governors, legislative bodies, and state agencies; birth, marriage, and death records; tax lists; Bible records; some of the oldest county and city court records in the United States; maps; and the private papers of many Virginia citizens, businesses, and community organizations. The Library also houses and makes available to researchers more than 1.5 million books, serials, bound periodicals, microfilm reels, newspapers, and state and federal documents. The Library's collections also include 240,000 photographs, prints, engravings, broadsides, posters, and paintings.

Collection Management Services

The Library of Virginia is responsible for developing and maintaining extensive collections of archival and printed materials. Through its *Archival Description* and *Technical Services* departments, the Library works to locate, acquire, and process an array of manuscript materials as well as books, magazines, journals, and newspapers. The Library also offers researchers superb special collections of rare books, unique imprints and broadsides, and pictorial materials. The Library's Government Documents Program receives and makes accessible to patrons, government agencies, and businesses a wide range of federal online and in-print publications. The program also coordinates a State Documents Depository System, collecting and distributing state publications to 12 participating library systems across the Commonwealth. The Library's Virginia Newspaper Project is a multiyear project to locate, catalog, and microfilm thousands of newspapers from the early 1700s to the present. The Library is nationally recognized for its Digital Library Project, a cooperative effort with local public libraries and historical societies to reformat and make accessible through the Internet the Commonwealth's unique research resources. The Library is proud of its multifaceted and extensive conservation-preservation program designed to ensure that the collections of the Library of Virginia are maintained for future citizens.

Information Technology Services Division

The Library of Virginia is dependent upon technology to accomplish its mission and meet its goals. The Information Technology Services (ITS) Division provides the technical services required to support the other divisions of the library. The ITS Division is responsible for all aspects of the library's information systems and services. These include maintaining and expanding the network infrastructure, operating the library's critical systems and applications, and supporting the internal and external users of our technology. The ITS Division is also responsible for information security and technology planning and growth. In addition, LVA's Webmaster manages the library's increased presence on the Internet through our acclaimed and very popular Web site (http://www.lva.lib.va.us), which provides a worldwide audience with access to many of the library's resources.

Library Development and Networking

The Library of Virginia provides professional consultation and support to more than three hundred public libraries in the commonwealth's extensive library system, as well as to library staffs in state agencies, schools, colleges, museums, corporations, and private organizations throughout Virginia. Library Development consultants foster cooperation among Virginia's libraries in areas such as construction, children's and young adult services, the development of trustee and friends groups, and continuing education and training. The Library also administers and distributes state and federal aid funds to Virginia's public libraries. The Library Development and Networking Division manages the Virginia Library and Information Network (VLIN), which connects Virginia's libraries to each other and to the vast resources of the Internet.

Publications and Educational Services

The Library of Virginia publishes original documents and manuscripts in the field of Virginia history and culture. The list of more than one hundred titles currently in print includes documentary editions, genealogical resources, bibliographies, collection finding aids, monographs, and reference works, as well as *Virginia Cavalcade*, a color-illustrated quarterly history magazine. The Library also offers a number of educational programs and services, including lectures, workshops, seminars, and training sessions for archivists, librarians, historians, genealogists, museum professionals, and the general public. The Exhibition Program strives to enhance Virginians' understanding of their history and culture through interpretive presentations of materials housed in the Library's vast collections. The Virginia Center for the Book, an affiliate of the Center for the Book at the Library of Congress, fosters great awareness and appreciation of books, reading, and the literary heritage of Virginia.

Records Management and Imaging Services

The Library of Virginia administers a comprehensive Records Management Program for the Commonwealth Program for the commonwealth in compliance with the provisions of the Virginia Public Records Act. The program is responsible for managing the creation, utilization, maintenance, retention, preservation, and disposition of the public records created by all state and local government organizations, with an emphasis on ensuring the preservation of Virginia's rich and historically significant public records. The Library's Imaging Program microfilms or scans as optical images records having permanent historical value or those with approved retention and disposition schedules. Through the Virginia Circuit Court Records Preservation Program (VCCRP), the Library administers grants to localities for projects designed to preserve the permanently valuable records located in the offices of Virginia's circuit court clerks. VCCRP staff archivists are also engaged in processing more than 19,000 cubic feet of circuit court papers housed at the Library and in advising court clerks with ongoing education and records preservation issues.

Finance and Administrative Services

The divisions, branches, and departments of the Library of Virginia receive administrative support services from the Accounting and Procurement Services, Budget and Finance Reporting Services, Facilities Management, Human Resources Services, Patron Services, Photographic and Photocopy Services, Public Relations, and Support Services units. Public libraries may request assistance on human resources issues and procurement requirements from the appropriate department.

HOW THE LIBRARY OF VIRGINIA CAN HELP

Trustees may contact the Library of Virginia for additional information on any library-related topic. The toll-free number, (800) 336-5266, may be used. The following are some likely areas of interest:

AUTOMATION:

Library Development and Networking Division
Telephone: (804) 692-3774

- Computers in libraries
- Consulting services
- OCLC/Group Access
- Virginia Union List of Serials (VA$L)

BUILDINGS:

Library Development and Networking Division
Telephone: (804) 692-3775

- Consulting services in space assessment, new construction, and renovation
- Library furniture and equipment
- Bookmobile

CHILDREN'S & YOUTH SERVICES

Library Development and Networking Division
Telephone: (804) 692-3765

- Consulting services on materials, services, and programming
- Summer reading programs

FRIENDS OF THE LIBRARY

Library Development and Networking Division
Telephone: (804) 692-3763

- Consulting services for establishing Friends groups
- Materials and resources
- Workshops and in-service training programs

PUBLIC LIBRARY DEVELOPMENT

Library Development and Networking Division
Telephone: (804) 692-3763

- Budget management
- Personnel management
- Policy development

STATE AID AND FEDERAL GRANTS

Library Development and Networking Division
Telephone: (804) 692-3775

- Requirements for receiving grants
- Formula for allocation for grants
- Reporting/evaluation

STATE & FEDERAL DOCUMENTS

Archival and Information Services Division
Telephone: (804) 692-3562

- Local access to state publications through depository libraries
- Information on state and federal documents

TRUSTEES

Library Development and Networking Division
Telephone: (804) 692-3763

- Consulting services to library boards and library directors
- Resources for trustees
- Workshops and in-service training for trustees

SELECTED TELEPHONE NUMBERS

Librarian of Virginia	(804) 692-3535
Deputy Librarian of Virginia	(804) 692-3599
Archival and Information Services Division	(804) 692-3700
Interlibrary Loan	(804) 692-3532
Telephone Reference	(804) 692-3777
Collection Management Services Division	(804) 692-3741
Government Documents	(804) 692-3754
Virginia Newspaper Project	(804) 692-3559
Finance and Administrative Services Division	(804) 692-3737
Accounting and Procurement Services	(804) 692-3811
Human Resources Services	(804) 692-3586
Information Technology Services Division	(804) 692-3756
Library Development and Networking Division	(804) 692-3993
Library Development	(804) 692-3762
Fax Machine	(804) 692-3771
Publications and Educational Services Division	(804) 692-3999
Records Management and Imaging Services Division	(804) 692-3600

ORGANIZATIONS

American Library Association (ALA)

The American Library Association is the oldest and largest library association in the world. Its membership of more than 56,000 includes librarians, trustees, other interested persons, and institutions.

The purpose of the association is to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all. Major areas of concern include access to information, legislation and funding, intellectual freedom, public awareness, personnel resources, and library services, development, and technology.

The association publishes a monthly journal for members, *American Libraries*, and has two major conferences a year (usually in January and June).

For more information, contact the American Library Association, 50 East Huron Street, Chicago, IL 60611. Tel: (800) 545-2433. Internet address: *http://www.ala.org*

American Library Trustee Association (ALTA)

The American Library Trustee Association is the division of ALA that is primarily concerned with the interests of trusteeship. Membership benefits include: the means to connect with libraries of all sizes in all parts of the country; advisory services from the professional head-quarters staff; *ALTA Trustee Voice* subscription; the opportunity to serve on one of the ALTA committees of special interest to trustees; information on publications relating to library trusteeship; and discounts on ALTA publications.

Write to: American Library Trustee Association, American Library Association, 50 East Huron Street, Chicago, IL 60611. Tel: (800) 545-2433.

ALA Washington, D. C. Office

The American Library Association has an office in Washington that serves as a liaison between the membership of ALA and the federal government. The staff monitors actions of the federal government that affect libraries and disseminates this information to the membership. The staff also supplies information on libraries to Congress and government agencies, and works for legislation affecting library programs.

The *ALA Washington Office Newsline* (ALAWON) is a free E-mail publication providing urgent and late-breaking library news from Washington, D.C. For more information, write to: American Library Association, 1301 Pennsylvania Avenue, NW, Washington, D.C. 20004. Tel: (202) 628-8410; Internet address: *http://www.ala.org/washoff/alawon*

Friends of Libraries U.S.A. (FOLUSA)

FOLUSA is a national organization that works to develop and support local and state Friends of Library groups throughout the country. The organization meets twice a year in conjunction with the American Library Association. These conferences offer opportunities to meet peers from other states, to engage in problem solving, and to share successes.

The organization provides a number of publications, including a bimonthly newsletter, *Fact Sheets*, which presents summaries of the basic needs by Friends groups, three videos, pamphlets on advocacy, general activities, and *the Friends of Libraries Sourcebook*, 3d ed.

FOLUSA also provides a speaker's bureau and offers a special discount on selected Friends' publications.

Write to: FOLUSA, 1420 Walnut Street, Suite 450, Philadelphia, PA 19102. Tel: (215) 790-1674. Internet address: *http://www.folusa.com*

Southeastern Library Association (SELA)

The Southeastern Library Association is a regional organization whose objectives are to promote library and information services in the southeastern region of the United States through cooperation, research, and the encouragement of staff development.

Membership encompasses the states of Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

The association has the Trustees and Friends of the Library Section, established for the purpose of promoting libraries and library services through continuing education of trustees and Friends of the Library by means of workshops and the biennial conference.

SELA's biennial conference is held during even-numbered years and the association conducts workshops occasionally.

SELA publishes an online newsletter, *The Southeastern Librarian*, on the Internet at *http://www.seflin.org/sela/news.html*

For more information, contact: Southeastern Library Association, SOLINET, 1438 West Peachtree Street, NW, Suite 200, Atlanta, GA 30309-2955, Tel: (800) 999-8558.

Virginia Library Association (VLA)

The Virginia Library Association was formed on December 6, 1905, at a meeting held at the Virginia State Library. Since that time it has played an important role in promoting library establishment, securing funding, and advancing the educational, cultural, and economic conditions in the state.

VLA is a statewide organization whose purpose is to promote the interests of libraries and library service in the commonwealth of Virginia. It is composed of libraries, librarians, trustees, Friends, and other interested individuals. Approximately 1,200 individual and institutional members represent a cross-section of educational, commercial, and professional interests.

Publications include: *Virginia Libraries* (issued quarterly) and the *VLA Newsletter* (published monthly, except January and July).

The association sponsors the Virginia Library Association Jobline, an Internet service listing job openings in Virginia libraries. For further information contact VLA at (757) 583-0041 or on the Internet at *http://www.vla.org*

For more information, write to: Virginia Library Association, P.O. Box 8277, Norfolk, Virginia 23503-0277.

Trustee/Friends Section

The Trustee/Friends Section of the Virginia Library Association provides an opportunity for trustees and Friends to take an active role in the advancement of better library service throughout the state. The association strives to educate individual trustees and Friends through publications, programs, and personal contacts; to work for library legislation for improved library service; and to inform and stimulate the interest of trustees and Friends for greater effectiveness.

GLOSSARY OF LIBRARY TERMS AND ACRONYMS

AACRII: Anglo-American Cataloguing Rules, used as a standard for cataloging procedures and decisions in most libraries and revised periodically.

ACCESS: The availability of library and information services to any personal user. Access is complicated by such things as architectural barriers, illiteracy, and inadequate physical plants.

ACCREDITED LIBRARY SCHOOL: A school teaching library and information science at the master's degree level that has qualified for accreditation under requirements of the American Library Association.

ACQUISITIONS: The process of selecting and procuring books, periodicals, and other materials by purchase, exchange, and gift; of processing invoices for payment; and of keeping the necessary records of these acquired items.

ADA: Americans with Disabilities Act, a comprehensive and complex act of Congress passed in 1990. The act is intended to eliminate discrimination against the disabled. Title III deals with access to public accommodations including libraries. ADA also deals with employment practices.

ALA: American Library Association, the national professional organization.

ALAWON: *American Library Association Washington Office Newsletter.*

ALTA: American Library Trustees Association, a division of ALA.

AUTOMATION: Application of computers and other technology to library operations and services.

A-V: Audiovisual. Communication resources that rely on a device for transmission, reproduction, or enlargement to be fully utilized (e.g., films, records, cassettes, compact discs). Print and print substitutes are excluded.

BAR CODE: Vertical bar patterns representing numbers or letters, that can be read by electronic hardware and software. Used for inventory control, tracking, and identification of materials. Also used in library circulation systems for checking out materials to patrons.

BIBLIOGRAPHIC CONTROL: The uniform identification of items of recorded information in various media and the availability of a mechanism for gaining subsequent access to such information.

BIBLIOGRAPHIC INSTRUCTION: The process whereby library staff members teach users to develop independent skills in using the library and to gain access to information. Activities include tours and orientation to the library's services, arrangement, and materials; instruction in using the catalog and reference tool; and instruction in using technology.

BIBLIOGRAPHY: A complete or selected list of print or nonprint materials on a particular subject or by a particular author

BOARD OF TRUSTEES: The governing board of a public library.

BOOKMOBILE: Usually a van, bus, or station wagon filled with a collection of library materials that are used in areas where there are no libraries or limited library facilities.

BRANCH LIBRARY: An auxiliary library with separate quarters, a permanent basic collection of books, a permanent staff, and a regular schedule under the administration of the central library.

CALL NUMBER: Letters and numbers indicating the location of a book or other material, usually composed of the classification number and the author's last initial.

CATALOG: A listing of books, periodicals, maps, etc., arranged in a definite order and serving as a guide to the material found in the library. Common formats include card, book, microform, or online.

CATALOGING: The process of preparing a catalog or entries for a catalog. This includes the classification and assignment of subject headings for books and materials and determining all points of access to the record.

CD-ROM: Compact Disc-Read Only Memory, a medium for storing data electronically. Alternative to printed hardcopy directories, encyclopedias, and online databases.

CE: Continuing Education.

CENSORSHIP: The act of attempting to prohibit or restrict access to materials or information.

CENTRAL OR MAIN LIBRARY: Headquarters of a city, county, or regional system.

CENTRALIZED CATALOGING: The preparation of catalog records for libraries at diverse locations by a central department or agency.

CERTIFICATION: The process whereby the holder of a master's degree from an ALA-accredited graduate school of library science is issued a certificate to practice as a professional librarian in the commonwealth of Virginia. The Library Board is the authorized agency for the certification of librarians in Virginia.

CIRCULATION: The activity of a library in lending books and other materials to borrowers and keeping a record of such loans.

CLASSIFICATION: A systematic scheme for the arrangement of books and other material according to subject or form. The two most common systems in use in the United States are the Dewey Decimal and the Library of Congress classifications.

COLLECTION: A group of library materials having a common characteristic, such as Juvenile Collection, Reference Collection, Pamphlet Collection, etc. The term may also refer to the aggregate of the library's entire holdings.

COLLECTION DEVELOPMENT: The process for selecting library materials to meet a library's needs, goals, objectives, and priorities, as well as developing criteria for removing items no longer needed for the collection.

COMPUTER PROGRAM: A sequence of instructions that causes a computer to complete a desired task.

CONFIDENTIAL RECORD: Records prohibited from public disclosure because access to information may cause harm or embarrassment to the state, its citizens, or other individuals or organizations. Includes information exempt from disclosure under the provisions of the Freedom of Information Act (FOIA), proprietary information, protected business data, and other information as outlined in agency or locality policies, directives, or regulations.

CONSORTIUM: A formal or informal association of libraries or other organizations having the same or interrelated objectives.

COPYRIGHT: A legal way to protect ownership of a creative work by the artist, writer, or photographer who made it. Provides the copyright owner the exclusive right to authorize reproduction or other uses of the work for a specific period of time.

DATA: A term for facts, numbers, letters, or symbols describing an object, idea, situation, etc.

DATABASE: A large compilation of information that can be immediately accessed and operated on by a computer data-processing system. Any organized collection of data, gathered and stored in a computer.

DATA PROCESSING: The systematic manipulation of data by a machine resulting in a desired arrangement of information.

DISASTER PLAN: A document that outlines a systematic and planned response to safeguard records and other materials from potential disasters (floods, fire, earthquakes, etc.). Identifies most valuable and vulnerable parts of collection and provides method for removal and recovery of materials. Disaster planning is the physical act of gathering information, identifying resources, outlining resources, outlining responsibilities, and formulating plans in response to possible disasters.

DISTANCE EDUCATION: Conducting educational activities across geographical space where the teacher and students are not in the same location. Can be delivered via television, correspondence, radio, Internet, etc. Emphasis is on increasing opportunities by overcoming barriers of geography, personal or work commitments, and conventional course structures.

DOCUMENT DELIVERY: The provision of a required item to a user. Originally the physical supply of a book or journal. Now also includes delivery by photocopy, fax, E-mail, and other electronic means.

E-MAIL: Electronic mail—the sending of messages from one location to another using computers and electronic communications channels; an on-line messaging service between computer users.

FAIR USE: Provision of the copyright law stipulating the allowable and legal use of short passages of copyrighted material without permission, for instance, as quotations in a magazine or book.

FAX: Facsimile transmission—sending an image (picture or page of text), usually on paper, from one point to another by electronic means.

FIRSTSEARCH: A cooperative program sponsored by the Library of Virginia that provides access to numerous online databases and indexes.

FOIA: Freedom of Information Act for Virginia—State law requiring public records be open for inspection by interested parties (see §2.1-340 of the *Code of Virginia*). Exempt Records are those that have been exempted from public disclosure under the provisions of the Freedom of Information Act.

FOLUSA: Friends of Libraries-USA.

FTE: Full-time equivalent.

FULL FUNDING FOR PUBLIC LIBRARIES: The amount of money authorized by state law for support of public libraries.

FY: Fiscal Year.

GOAL: A general aim or direction developed in response to a library's mission that is qualitative and abstract, long-term in nature, and convertible into manageable, measurable objectives.

GOVERNING BODY: The board or council that governs a local government unit.

GOVERNMENT DOCUMENT: Any publication originating in, or issued with the imprint of, or at the expense and by the authority of, any office of a legally organized governmental organization.

GROUP ACCESS: OCLC's group resource-sharing program. In Virginia primarily used by libraries that are not full OCLC members for searching and interlibrary loan. The Library of Virginia acts as the referral agent for Virginia Group Access libraries by initiating ILL requests for items that cannot be located with the group.

HARDWARE: The physical equipment in a data-processing system.

HOME PAGE: The first page a user sees at an Internet Web site.

INTELLECTUAL FREEDOM: The ability to pursue any idea or expression to its limits. Freedom of inquiry.

INTERLIBRARY COOPERATION: Two or more libraries agree to share library materials, staff, or facilities in an attempt to improve each individual library's services.

ILL: Interlibrary loan—a cooperative arrangement among libraries by which one library may borrow materials from another library. Also refers to a loan of library materials by one library to another.

ISBN: International Standard Book Number—a unique reference number assigned to each book by the Library of Congress, which is used for cataloging and procuring materials.

INTERNET: An international system of computer networks through which libraries and others may communicate and share information via electronic mail, databases, and other methods.

JOBBER: A company that sell products from many producers and publishers.

KEYWORD: A significant word in a database entry that can be used to recall the entry on demand.

LAN: Local Area Network—a network that operates within a limited geographic area, typically within a building or group of buildings.

LC: Library of Congress.

LJ: *Library Journ al*, a trade publication for all interested in libraries.

LSTA: Library Services and Technology Act, enacted in 1996 as the successor to the Library Services and Construction Act. The title of federal legislation under which Congress appropriates money for library use. Its primary focus is to improve library services through technology, to encourage sharing resources, and to target library and information services to underserved people.

LVA: Library of Virginia.

MARC: Machine Readable Cataloging. A standard format for computer data about library materials, originated by the Library of Congress. MARC records facilitate information sharing and reduce the need for individual libraries to prepare original cataloging for common acquisitions.

MICROFORM: Greatly reduced images of a printed page copied on photographic film, which can be enlarged for reading on special projection machines. Microforms are used to conserve space and deter pilferage.

MICROFICHE: Refers to sheet film.

MICROFILM: Refers to roll film.

MISSION: Overall or basic purpose, the primary reason for existence. A mission statement is generally expressed in abstract terms and communicates the library's purpose to internal and external constituencies. The statement should explain what the library does, differentiate it from other organizations, and provide guidance for related subsequent planning activities such as the development of goals, objectives, and strategies.

MLS: Master's Degree in Library Science. The graduate professional degree in library science. Also called MSLS, MSLIS, MALS.

MODEM: Modulator/Demodulator—a device that transmits computer data to and receives it from a transmission line. There must be two modems—one at either end of a transmission line—for computers to communicate.

NCLIS: National Commission of Library and Information Science.

NEH: National Endowment for the Humanities.

NETWORK: A group of computers that are interconnected to allow the exchange of data or information and the sharing of software, printers, modems, etc.

NLW: National Library Week. Sponsored by the American Library Association annually in April.

NONRESIDENT: A person who resides outside the taxing area of a public library.

OBJECTIVE: A specific expected outcome as a result of certain actions. Usually stated in terms of what is to be done for or by whom, in what length of time, and to what standard of performance.

OCLC: Online Computer Library Center. A national shared cataloging data-service.

ONLINE SYSTEM: A system by which the terminals and other data collection and displaying devices are connected directly to the computer, enabling immediate and constant access to the database.

OPAC: Online Public Access Catalog—an automated library catalog directly available to users. The OPAC contains the library's catalog of bibliographic records and usually provides a variety of other features and information such as circulation status and periodical check-in records. The OPAC often provides access to other online resources and services made available to users by the library.

OUTPUT MEASURE: The result of the collection, analysis, and organization of objective, quantitative data.

OUTREACH: Programs and activities that extend beyond the library building. Examples include service to nursing homes, jails, and other correctional facilities; bookmobile service and books-by-mail service to geographically remote areas; and service to the homebound.

PAC: Public Access Catalog—an electronic "card catalog" for the public.

PERIODICAL: Magazine, newspaper, or other material normally issued at regular intervals. Each issue is numbered consecutively and/or dated.

PLA: Public Library Association, a division of the American Library Association.

PLANNING FOR LIBRARY EXCELLENCE: Published in 1988 by the Library of Virginia. Recommended goals and guidelines are provided to assist public libraries in planning at the local level for library services. *Planning for Library Excellence* is currently being revised.

PRIVACY-PROTECTED ACT OF 1976: State law governing the collection, maintenance, use, and dissemination of personal information (**§2.1-377** of the *Code of Virginia*).

PRIVACY-PROTECTED RECORDS: Records containing personal information that are protected from improper disclosure by the Privacy Protection Act.

PROCESSING: The carrying out of the various routines before material is ready for circulation, including cataloging and physical preparation.

PUBLIC LIBRARY: A library supported mainly by local taxes and open to all users.

PUBLIC RECORDS ACT, VIRGINIA: State law governing the procedures used to manage, preserve, and destroy public records of the Commonwealth, its agencies, and localities (see **§42.1-76** of the *Code of Virginia*).

READY REFERENCE: A part of reference service concerned with questions of a factual nature which can be answered quickly, often from dictionaries, almanacs, directories and other standard sources.

REALIA: Art objects, games, paintings, toys, and similar items circulated by some libraries.

RECIPROCAL BORROWING: An arrangement by which a person registered at one library may borrow books and other library materials in person from another library.

REFERENCE SERVICE: A library's activity in seeking to locate and supply specific information requested by library users and in assisting patrons to use the resources of the library.

REGIONAL LIBRARY: A public library serving more than one political subdivision.

RETROSPECTIVE CONVERSION: The conversion of previously cataloged library materials to machine (computer) readable form.

RFP: Request for Proposal--A document requesting potential suppliers to submit proposals to sell goods or services at a proposed price. Also called a request for bid. Usually the RFP contains detailed specifications of the goods or services wanted.

SCHEV: State Council of Higher Education in Virginia.

SELA: Southeastern Library Association.

SELECTION: The process of choosing the books and other materials to be bought by a library.

SERIAL: An item that is published in successive parts and intended by the producer to continue indefinitely. Can be issued at predictable or irregular intervals and usually carries numerical or chronological designations.

SERVER: A computer system which provides services such as electronic mail routing, database sharing, or file transfer to local or remote users.

SINKING FUND: A fund established for the purpose of defraying the costs of acquiring large expenditure items, such as bookmobiles.

SNUAB: State Networking Users Advisory Board.

SOFTWARE: The programs required in order for the computer to produce desired results.

SOLINET: Southeastern Library Network. Includes more than 770 libraries in 10 southeastern states. Provides member libraries access to computerized bibliographic data systems.

STANDARDS FOR LIBRARIES: Guidelines or criteria developed at state and national levels suggesting or requiring certain minima deemed essential for proper operation of libraries.

STATE AID: An item of state expenditure for strengthening and improving public libraries.

STATE LIBRARY AGENCY: In Virginia, the Library of Virginia--the library agency of the state, the archival agency of the Commonwealth, and the reference library at the seat of government. This agency is also charged by law to give direction and assistance to all public and institutional libraries.

STRATEGIES: Specific means or activities by which objectives are accomplished.

SUMMER READING PROGRAM: Special programs and materials offered to children by public libraries during the summer to promote reading and use of the library.

TECHNICAL SERVICES: Those services connected with purchasing, cataloging, binding, and preparing for library use materials added to a collection, and maintaining the collection with necessary repairs and renovation of all library materials.

TELECOMMUNICATIONS: Transmission and reception of data by electromagnetic means.

TELNET: Telecommunications Network--the procedures used to log in (or gain access to) remote computers on the Internet.

TERMINAL: Keyboard and monitor used to access data and programs stored on a mainframe or minicomputer system. Relies on the central processing unit of the mainframe or minicomputer to execute programs and process the information and cannot perform its own processing.

UNION CATALOG: A catalog listing the holdings of two or more libraries, generally established through cooperative effort; used especially for interlibrary loans.

VA$L: Virginia Union List of Serials. A statewide database of periodical and serial holdings records. Coordinated by the Library of Virginia, VA$L includes more than 270 Virginia libraries.

VA.PEN: Virginia Public Education Network.

VEMA: Virginia Educational Media Association.

VENDOR: A commercial or institutional distributor of products, a book wholesaler, or an owner of a computer database to which a library may subscribe.

VERTICAL FILE: A collection of pamphlets, clippings, and/or pictures kept in a filing cabinet and arranged for ready reference, generally by subject. Also called Pamphlet File or Information File.

VIDEO CONFERENCING: The transmission of conferences and special events through computer networks. Video cameras and microphones at the transmitting site, such as a classroom, capture the images and sounds. These are processed and digitized, packaged according to "protocols," and then transferred over the Internet. A computer on the receiving end captures the stream of data, reassembles it into a digital signal, and then displays the signal on a TV monitor or large screen.

VIRGINIA CENTER FOR THE BOOK: A nonprofit organization (affiliated with the Library of Congress Center for the Book) that supports reading and book culture.

VIRTUAL LIBRARY: Library and information services are provided electronically, through networked document delivery and access, to users as if contained within the library building. Often used to refer to networked access to conventional library resources.

VIVA: Virtual Library of Virginia

VLA: Virginia Library Association.

VLIN: Virginia Library and Information Network. A cooperative library service program initiated by the Library of Virginia in 1993 that electronically links more than 2,600 staff members from more than 500 Virginia libraries to each other and to worldwide information.

VPLDA: Virginia Public Library Directors Association.

WAN: Wide Area Network. Any Internet or network that covers an area larger than a single building or campus. VLIN is a WAN.

WEEDING: The process of examining books, pamphlets, and various other materials and removing from the current collection those items that are out-of-date, obsolete, shabby, or unneeded duplicates.

WHCLIS: White House Conference on Library and Information Services.

WWW: World Wide Web. A menu system for finding and accessing resources on the Internet that gathers Internet resources from all over the world into a series of menu pages, or screens, that appear on a user's computer.

Z39.50: A national standard defining a protocol for computer-to-computer information retrieval, which makes it possible for a user in one system to search and retrieve information from other computer systems without knowing the search syntax used by those other systems.

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APPENDIX

SELECTED VIRGINIA LIBRARY LAWS

Selected Laws Governing the Library of Virginia

§42.1-1. The Library of Virginia. – The Library of Virginia is hereby declared an educational institution and an institution of learning. The Library of Virginia shall be the library agency of the Commonwealth, the archival agency of the Commonwealth, and the reference library at the seat of government. It shall have the following powers and duties:

(1) [Repealed.]

(2) To accept gifts, bequests and endowments for the purposes which fall within the general legal powers and duties of The Library of Virginia. Unless otherwise specified by the donor or legator, the Library may either expend both the principal and interest of any gift or bequest or may invest such sums as the Board deems advisable, with the consent of the State Treasurer, in securities in which sinking funds may be invested. The Library shall be deemed to be an institution of higher education within the meaning of § 23-9.2;

(3) To purchase and maintain a general collection of books, periodicals, newspapers, maps, films, audiovisual materials and other materials for the use of the people of the Commonwealth as a means for the promotion of knowledge within the Commonwealth. The scope of the Library's collections shall be determined by the Library Board on recommendation of the Librarian of Virginia, and, in making these decisions, the Board and Librarian of Virginia shall take into account the book collections of public libraries and college and university libraries throughout the Commonwealth and the availability of such collections to the general public. The Board shall make available for circulation to libraries or to the public such of its materials as it deems advisable;

(4) To give assistance, advice and counsel to other agencies of the Commonwealth maintaining libraries and special reference collections as to the best means of establishing and administering such libraries and collections. It may establish in The Library of Virginia a union catalogue of all books, pamphlets and other materials owned and used for reference purposes by all other agencies of the Commonwealth and of all books, pamphlets and other materials maintained by libraries in the Commonwealth which are of interest to the people of the whole Commonwealth;

(5) To fix reasonable penalties for damage to or failure to return any book, periodical or other material owned by the Library, or for violation of any rule or regulation concerning the use of books, periodicals, and other materials in custody of the Library;

(6) To give direction, assistance and counsel to all libraries in the Commonwealth, to all communities which may propose to establish libraries, and to all persons interested in public libraries, as to means of establishment and administration of such libraries, selection of books, retrieval systems, cataloguing, maintenance, and other details of library management, and to conduct such inspections as are necessary;

(7) To engage in such activities in aid of city, county, town, regional and other public libraries as will serve to develop the library system of the Commonwealth;

(8) To administer and distribute state and federal library funds in accordance with law and its own regulations to the city, county, town and regional libraries of the Commonwealth; and

(9) To enter into contracts with other states or regions or districts for the purpose of providing cooperative library services.

Wherever in this title and the Code of Virginia the terms "State Library" or "Library" appear, they shall mean The Library of Virginia. (Code 1950, § 42-33; 1970, c. 606; 1984, cc. 389, 734; 1986, c. 565; 1987, c. 458; 1994, c. 64; 1998, c. 427.)

§42.1-2. The Library of Virginia under direction of Library Board; membership; chairman and vice-chairman; committees and advisory bodies.–The Library of Virginia shall be directed by a board, consisting of fifteen members, to be appointed by the Governor, which shall be and remain a corporation under the style of "The Library Board," sometimes in this chapter called the Board. Prior to such appointments the Board may submit to the Governor lists of candidates based upon interest and knowledge, geographic representation, participation in community affairs, and concern for the welfare appointment from among the nominees of the Board. The Board shall meet and organize by electing from its number a chairman and vice-chairman. It shall have the power to appoint such committees and advisory bodies as it deems advisable. (Code 1950, § 42-34; 1968, c. 122; 1970, c. 606; 1986, c. 565; 1987, c. 458; 1994, c. 64.)

§42.1-13 Appointment; terms of office; employment; duties. – The Board shall appoint a librarian, to be known as the Librarian of Virginia, who shall serve at the pleasure of the Board. The Librarian of Virginia shall appoint principal assistants and approve the appointment of other employees. The terms of office and employment of such assistants and employees shall be subject to the personnel regulations of the Commonwealth.

The Librarian of Virginia shall supervise the administration of The Library of Virginia. The Librarian of Virginia shall make requests for appropriations of necessary funds and approve all expenditures of Library funds. Such expenditures shall be made as provided by law. (Code 1950, § 42-48; 1970, c. 606; 1984, c. 444; 1985, c. 397; 1986, c. 565; 1994, c. 64; 1996, c. 812; 1998, c. 427.)

Certification Law

§42.1-15.1. Qualifications required to hold professional librarian position. – Public libraries serving a political subdivision or subdivisions having over 5,000 population and libraries operated by the Commonwealth or under its authority, shall not employ, in the position of librarian or in any other full-time professional librarian position, a person who does not meet the qualifications established by the State Library Board.

A professional librarian position as used in this section is one that requires a knowledge of books and of library technique equivalent to that required for graduation from any accredited library school or one that requires graduation from a school of library science accredited by the American Library Association.

No public funds shall be paid to any person whose employment does not comply with this section.

This section shall not apply to law libraries organized pursuant to Chapter 4 (§ 42.1-60 et seq.) of this title, libraries in colleges and universities or to public school libraries. (1988, c. 716.)

§ 42.1-32.1 Declaration of intent. - It is hereby declared to be the policy of the Commonwealth, as part of its provision for public education, to promote the cooperation and networking of all public, academic, special and school libraries throughout the Commonwealth. It is the further intent of this article that none of its provisions shall be construed to interfere with the autonomy of the governing boards of institutions of higher education and the governing boards of public, special and school libraries.

§ 42.1-32.2 Grants for establishment of library network. - In order to assist in the development of library cooperation and a library network, the Board shall grant from such appropriations as are made to it for this purpose, funds to assist libraries in preparing for networking and in supporting a library network. The Board shall seek the advice of the State Networking Users Advisory Board, as defined in §42.1-32.7, to guide it in its allocation of such grants and in the establishment of standards and priorities for the network.

§ 42.1-32.3 Standards for networking. - Libraries receiving such aid, as is provided by the Board for networking, shall be committed to the standards and priorities established by the Board for interlibrary lending policies between network members, to cooperation in establishing collection development policies and resource sharing for the greatest good of all library users, and to the provision of comprehensive and cost-effective library services to the citizens of Virginia.

§42.1-32.7 State Networking Users Advisory Board. – The State Networking Users Advisory Board shall be composed of nine members, to be appointed by the Governor as follows: one academic librarian serving in a public four-year institution of higher education; one academic librarian serving in a private four-year institution of higher education; one academic librarian serving in the Virginia Community College System; one public school librarian; one private school librarian; one librarian serving in a large public library system; one librarian serving in a small public library system; one librarian serving in a library having a specialized focus, such as, but not limited to, a corporate, legal, or medical library; and one librarian serving in an institutional library, such as, but not limited to, a state correctional institution, a mental health facility, or other agency of state government. The terms of office of the Board shall be three years. No person shall serve more than two successive full terms. Any vacancy occurring other than by expiration of terms shall be filled for the unexpired term. Members shall hold office after the expiration of their terms until their successors are duly appointed and have qualified. Appointments to fill an unexpired term shall not be considered a full term. The State Networking Users Advisory Board shall advise the Librarian of Virginia and the State Library Board in the development and direction of the network and its policies, standards, funding levels and requirements for use, after receiving the input of other libraries. The State Networking Users Advisory Board shall meet no less than twice annually. (1983, c. 537; 1985, c. 448; 1986, c. 513; 1991, c. 50; 1998, c. 427.)

§42.1-33. Power of local government to establish and support libraries. - The governing body of any city, county or town shall have the power to establish a free public library for the use and benefit of its residents. The governing body shall provide sufficient support for the operation of the library by levying a tax therefor, either by special levy or as a fund of the general levy of the city, county or town. The word "support" as used in this chapter shall include but is not limited to, purchase of land for library buildings, purchase or erection of buildings for library purposes, purchase of library books, materials and equipment, compensation of library personnel, and all maintenance expenses for library property and equipment. Funds appropriated or contributed for public library purposes shall constitute a separate fund and shall not be used for any but public library purposes.

§42.1-34. Power of local governments to contract for library service. - Any city, town or county shall have the power to enter into contracts with adjacent cities, counties, towns, or state-supported institutions of higher learning to receive or to provide library service on such terms and conditions as shall be mutually acceptable, or they may contract for a library service with a library not owned by a public corporation but maintained for free public use. The board of trustees of a free public library may enter into contracts with county, city or town school boards and boards of school trustees to provide library service for schools. Any city or county governing body contracting for library service shall, as a part of such contract, have the power to appoint at least one member to the board of trustees or other governing body of the library contracting to provide such service. Any city or county thus contracting for library service shall be entitled to the rights and benefits of regional free library systems established in accordance with the provisions of 42.1-37. The board of trustees or other governing body of any library established under the provisions of 42.1-33 may also, with the approval of and on terms satisfactory to the State Library Board, extend its services to persons in adjacent areas of other states.

§42.1-35. Library boards generally. - The management and control of a free public library system shall be vested in a board of not less than five members or trustees. They shall be appointed by the governing body, chosen from the citizens at large with reference to their fitness for such office. However, one board member or trustee may be a member or an employee of the local governing body. Initially members may be appointed as follows: one member for a term of one year, one member for a term of two years, one member for a term of three years, and the remaining members for terms of four years; thereafter all members shall be appointed for terms of four years. The governing body of any county or city entitled to representation on a library board of a library system of another jurisdiction pursuant to 42.1-34 shall appoint a member to serve for a term of four years, or until the contract is terminated, whichever is shorter. Vacancies shall be filled for unexpired terms as soon as possible in the manner in which members of the board are regularly chosen. A member shall not receive a salary or other compensation for services as a member but necessary expenses actually incurred shall be paid from the library fund. However, the governing body of Fairfax County may pay members of its library board such compensation as it may deem proper. A member of a library board may be removed for misconduct or neglect of duty by the governing body making the appointment. The members shall adopt such bylaws, rules and regulations for their own guidance and for the government of the free public library system as may be expedient. They shall have control of the expenditures of all moneys credited to the library fund. The board shall have the right to accept donations and bequests of money, personal property, or real

estate for the establishment and maintenance of such free public library systems or endowments for same.

§42.1-36. Boards not mandatory. - The formation and creation of boards shall in nowise be considered or construed in any manner as mandatory upon any city or town with a manager, or upon any county with a county manager, county executive, urban county manager or urban county executive form of government or Chesterfield County, by virtue of this chapter.

§42.1-37. Establishment of regional library system. - Two or more political subdivisions (counties or cities), by action of their governing bodies, may join in establishing and maintaining a regional free library system under the terms of a contract between such political subdivisions; provided, that in the case of established county or city free library systems, the library boards shall agree to such action.

§42.1-38. Agreements to create regional boards. - Two or more political subdivisions (counties or cities) which have qualified for participation in the state's regional library program, have been recognized as a region by the State Library Board, and have made the minimum local appropriation of funds as may now or hereafter be recommended by the Board, are hereby empowered and authorized to execute contracts with each other to create a regional library board to administer and control the regional library services within the region. Each jurisdiction shall, as a part of such contract, have the power to appoint at least one member to the regional library board.

§42.1-39. Regional library boards generally. - The members of the Board of a regional library system shall be appointed by the respective governing bodies represented. If the board of the regional library system is composed of two or more members from each county, city and town that is a part thereof, then each governing body represented on the board may appoint a member or an employee of the governing body to the board. Such members shall in the beginning draw lots for expiration of terms, to provide for staggered terms of office, and thereafter the appointment shall be for a term of four years. Vacancies shall be filled for unexpired terms as soon as possible in the manner in which members are regularly chosen. No appointive member shall be eligible to serve more than two successive terms. A member shall not receive a salary or other compensation for services as member, but necessary expenses actually incurred shall be paid from the library fund. A regional board member may be removed for misconduct or neglect of duty by the governing body making the appointment. The board members shall elect officers and adopt such bylaws, rules and regulations for their own guidance and for the government of the regional free library system as may be expedient. They shall have control of the expenditure of all moneys credited to the regional free library fund. The regional board shall have the right to accept donations and bequests of money, personal property, or real estate for the establishment and maintenance of such regional free library system or endowments for same.

§42.1-40. Powers of regional library board. - The regional library board shall have authority to execute contracts with the State Library Board, with the library boards of the respective jurisdictions, and any and all other agencies for the purpose of administering a public library service within the region, including contracts concerning allocation and expenditure of funds, to the same extent as the library board of any one of the jurisdictions which are parties to the agreement would be so authorized. In addition, to effectuate the purposes of this chapter, a regional library board is empowered to sell the surplus assets, including real estate, of the said regional library board if the net proceeds therefrom are used for public library services within the region.

§42.1-41. Funds and expenses of regional library system. - The expenses of the regional library system shall be apportioned among the participating political subdivisions on such basis as shall be agreed upon in the contract. The treasurer of the regional library board shall have the custody of the funds of the regional free library system; and the treasurers or other financial officers of the participating jurisdictions shall transfer quarterly to him all moneys collected or appropriated for this purpose in their respective jurisdictions. Such funds shall be expended only for the library service for which the county or city contracted and for no other purpose. The regional library board shall furnish a detailed report of receipts and disbursements of all funds at the regular meeting of the governing body of every participating jurisdiction after the close of the state's fiscal year. It shall make a similar report to the Library of Virginia. The treasurer of the board shall be bonded for an amount to be determined by the board. The board may authorize the treasurer to pay bond premiums from state aid library funds.

§42.1-42. Withdrawal from regional library system. - No county or city participating in a regional library system shall withdraw therefrom without two years' notice to the other participating counties and cities without the consent of such other participating political subdivisions.

§42.1-43. Appropriation for free library or library service conducted by company, society or organization. - The governing body of any county, city or town in which no free public library system as provided in this chapter shall have been established, may, in its discretion, appropriate such sums of money as to it seems proper for the support and maintenance of any free library or library service operated and conducted in such county, city or town by a company, society or association organized under the provisions of 13.1-801 through 13.1-980.

§42.1-44. Cooperative library system for Henrico and Chesterfield Counties and City of Richmond. - Notwithstanding the repeal of Title 42 of the Code of Virginia, 42-12.1 to 42-12.5 of Chapter 2.1 of former Title 42 are continued in effect and are incorporated into this title by reference.

§42.1-45. Transfer of properties, etc. of public free library to governing body of city in which it is situated. - The board of directors or trustees of any public free library established pursuant to Chapter 13, Acts of Assembly, 1924, approved February 13, 1924, may lease, convey, or transfer any interest to its properties, real or personal, to the governing body of the political subdivision in which such library be situated in order that such library may become a part of the public library system of such city, subject to such restrictions and conditions as may be agreed to by such board of directors or trustees and such governing body.

Laws Governing Grants-in-aid to Public Libraries

§42.1-46. Library policy of the Commonwealth. - It is hereby declared to be the policy of the Commonwealth, as a part of its provision for public education, to promote the establishment and development of public library service throughout its various political subdivisions.

§42.1-47. Grants for development of library service. - In order to provide State aid in the development of public library service throughout the State, the Library Board, in this chapter sometimes called the Board, shall grant from such appropriations as are made for this purpose funds to provide library service.

§42.1-48. Grants to improve standards. - In order to encourage the maintenance and development of proper standards, including personnel standards, and the combination of libraries or library systems into larger and more economical units of service, grants of state aid from funds available shall be made by the Board to any free public library or library system which qualifies under the standards set by the Board. The grants to each qualifying library or system in each fiscal year shall be as follows:

(a) Forty cents of state aid for every dollar expended, or to be expended, exclusive of state and federal aid, by the political subdivision or subdivisions operating or participating in the library or system. The grant to any county or city shall not exceed $250,000;

(b) A per capita grant based on the population of the area served and the number of participating counties or cities: Thirty cents per capita for the first 600,000 persons to a library or system serving one city or county, and an additional ten cents per capita for the first 600,000 persons for each additional city or county served. Libraries or systems serving a population in excess of 600,000 shall receive ten cents per capita for the excess; and

(c) A grant of ten dollars per square mile of area served to every library or library system, and an additional grant of twenty dollars per square mile of area served to every library system serving more than one city or county.

The Board may establish procedures for the review and timely adjustment of such grants when the political subdivision or subdivisions operating such library or library system are affected by annexation.

§42.1-49. Grants to municipal libraries. - Every qualifying municipal library serving an area containing less than 5,000 population shall receive its proper share, but not less than $400.

§42.1-50. Limitation of grants; proration of funds. - The total amount of grants under 42.1-48 and 42.1-49 shall not exceed the amount expended, exclusive of state and federal aid, by the political subdivision or subdivisions operating the library. If the state appropriations provided for grants under 42.1-48 and 42.1-49 are not sufficient to meet approved applications, the Library Board shall prorate the available funds in such manner that each application shall receive its proportionate share of each type of grant. Applications must be received prior to June one of each calendar year.

§42.1-51. Obligations of libraries and systems receiving aid. - The obligations of the various library systems and libraries receiving state aid, shall consist of establishing and maintaining an organization as approved by the Board. provided that personnel standards of such library systems and libraries shall conform to the provisions of 42.-15.1. All books and bookmobiles purchased with state aid funds shall, if the Board so determines, become the property of the Library of Virginia in the case of any library system or library which does not meet its obligations as determined by the Board.

§42.1-52. Standards of eligibility for aid; reports on operation of libraries; supervision of services. - The Board shall establish standards under which library systems and libraries shall be eligible for state aid and may require reports on the operation of all libraries receiving state aid.

As long as funds are available, grants shall be made to the various libraries, library systems or contracting libraries applying for state aid in the order in which they meet the standards established by the Board.

In the event that any library meets the standards of the State Library Board but is unable to conform to 42.1-15 relating to the employment of qualified librarians, the Library Board may, under a contractual agreement with such library, provide professional supervision of its services and may grant state aid funds to it in reduced amounts under a uniform plan to be adopted by the State Library Board.

§42.1-53. Expense of administration. - Not to exceed thirty percent per annum of appropriations may be used by the Board to defray the expense of administering the provisions of this chapter and to provide other public library extension functions.

§42.1-54. Procedure for purchase of books, materials and equipment and payment on salaries. - All proposals for books, materials and equipment to be purchased with state aid funds and all proposals for aid in the payment of salaries of certified librarians shall be submitted for approval to the Library of Virginia by the libraries, library systems or contracting libraries applying for state aid, in form prescribed by the Board, and those approved may be ordered by the libraries, library systems or contracting libraries. Payments and disbursements from the funds appropriated for this purpose shall be made by the State Treasurer upon the approval of the duly authorized representative of the Board, to the libraries, library systems or contracting libraries within thirty days of the beginning of each quarter.

§42.1-55. Free service available to all. - The service of books in library systems and libraries receiving state aid shall be free and shall be made available to all persons living in the county, region, or municipality.

§42.1-56 Meaning of term "books." - The term "books" as used in this chapter may be interpreted in the discretion of the Board to mean books, magazines, newspapers, appropriate audiovisual materials and other printed matter.

§42.1-57. Authority of Library Board to accept and distribute federal funds. - The Library Board is empowered, subject to approval of the Governor, to accept grants of federal funds for libraries and to allocate such funds to libraries under any plan approved by the Board and the appropriate federal authorities. Such allocations shall not be subject to the restrictions of this chapter.

§42.1-58. Agreements providing for expenditure of federal and matching funds. - The Library Board and the cities and counties of the Commonwealth are authorized to enter into agreements providing for the supervision of the expenditure of federal funds allocated to such cities and counties and matching funds provided by such political subdivisions. Such agreement shall set forth the standards and conditions with respect to the expenditure of such funds.

REQUIREMENTS WHICH MUST BE MET IN ORDER TO RECEIVE GRANTS-IN-AID (VAC 15-110-10)

In order to qualify for grants-in-aid, all libraries serving more than 5,000 persons must meet the following requirements by July 1, 1992:

1. Be organized under the appropriate section of the *Code of Virginia*. Not more than one library in a county or regional library system or a municipal government unit may receive a grant.

2. Submit to the State Library Board:

   Charter, resolution, or other legal papers under which they are organized.

   A copy of the by-laws of the board of trustees, a list of trustees, revised as changes occur.

   A five-year plan, adopted by the governing body of the library service in the area (areas) served. In order to receive continuing grants, this plan must be updated annually.

   A written statement of policy covering such items as: service, personnel, and maintenance of book collections and other materials.

   Statistical and financial reports including audits and statements of progress of the plan as requested.

   A copy of the budget for the expenditure of local funds, not including anticipated state and federal funds. This must be submitted annually.

3. Have local operating expenditures of at least 50% of the median statewide local operating expenditures per capita, two-thirds of which must be from taxation or endowment. The median shall be recalculated each biennium. Libraries obtaining aid for the first time or those falling below the 50% median must meet the requirement within five years. Libraries which fall below 50% of the median in local expenditures per capita must submit a plan to the State Library Board for reaching the minimum requirement. The plan must include a schedule of annual increases in local expenditures of not less than 20% of the amount needed to attain local per capita expenditures of 50% of the median within five years.

   Local operating expenditures from taxation or endowment for any library, or library system, shall not fall below that of the previous year. In cases where the budgets of all the departments of the local government are reduced below those of the previous year, the library's state grant-in-aid would be reduced. The State Library may require that the amount of such reduction in the library's total expenditure be subtracted from the library's eligibility and that the state grant be reduced accordingly. If the library's budget is reduced and other agencies' budgets are not, then the library would receive no state grant-in-aid and would be ineligible for one until local expenditures shall have again reached or exceeded the local effort at the time of the last previous grant.

   The library would be ineligible for any federal funds if local funds are reduced below that of the previous year.

Grants-in-aid shall be used as supplements to local funds.

The amount of any undesignated balance in the local operating budget at the end of the fiscal year which exceeds 10% will be subtracted from the grant which is based on that years expenditures.

4. Have certified librarians in positions as required by state law. Libraries failing to employ a certified librarian in the position of director will have their state aid grant reduced by 25%.

5. Keep open a headquarters library or centrally located branch at least 40 hours a week for a full range of library services. This schedule must include at least three consecutive evening hours and appropriate weekend hours. Evening hours are defined as the hours after 5 p.m.

6. Maintain an up-to-date reference collection and set up procedures for securing materials from other libraries through interlibrary loan.

7. Organize materials for convenient use through shelf arrangement, classification and cataloging, and provide a catalog of its resources.

8. Stimulate use of materials through publicity, displays, reading lists, story hours, book talks, book and film discussions and other appropriate means.

9. Lend guidance in all outlets to individuals in the use of informational, educational, and recreational materials.

10. Maintain a collection of currently useful materials by annual additions and systematic removal of items no longer useful to maintain the purposes of quality of its resources. Have a telephone and the number of the telephone listed in the local telephone directory.

11. Provide the basic services listed in this section free of charge to the public as required by law.

12. Every regional, county, and city library serving an area of more than 400 square miles, or more than 25,000 persons, must provide some form of extension service acceptable to the board.

13. If the library system has two or more service units, either branches or stations, it must maintain a scheduled, frequent delivery system.

14. The Library Board may, at its discretion, make exceptions for a specified period of time to any single requirement listed above. The exception will be made only if the library can show that a real effort has been made to meet the requirement and that significant progress has been made toward meeting this requirement.

Approved by the State Library Board, March 13, 1991.

REQUIREMENTS WHICH MUST BE MET BY LIBRARIES SERVING A POPULATION OF LESS THAN 5,000 IN ORDER TO RECEIVE STATE GRANTS-IN-AID (17 VAC 15-90-10)

These requirements must be met by July 1, 1972 when full funding is anticipated.

In order to qualify for state grants-in-aid, all libraries shall meet the following requirements:

1. Be organized under the appropriate section of the *Code of Virginia*.
2. Submit to the State Library Board:

   Charter, resolutions, or other legal papers under which they are organized.
   A copy of the by-laws of the board of trustees, a list of trustees, revised as changes occur.
   A five-year plan, adopted by the governing body of the library (trustees, or equivalent) for the development of library service in the area (areas) served. In order to receive continuing grants, any revisions in this plan must be submitted annually.
   A written statement of policy covering such items as: service, personnel, and maintenance of book collections and other materials.
   Statistical and financial reports including statements of progress of the plan as requested.

3. All libraries shall meet the following minimum requirements:

   Give at least 20 hours of public service per week.
   Provide adequate staff, with at least one paid employee working 20 hours a week while library is open.
   Have a collection of currently useful books of at least 5,000 volumes.
   Provide a minimum of 1,750 square feet of space.
   Be located on a site which is conveniently situated for service to the greatest number of people in the area.
   Add at least 200 currently useful books per year.
   Expend annually at least $3,000.00 per year in local funds, 2/3 of which must be from taxation or endowment. Local operating expenditures for any library, or library system, shall not fall below that of the previous year. The amount of any undesignated balance at the end of the fiscal year which exceeds 10% of the library's total budget will be subtracted from the grant which is based on that year's expenditures.
   Provide an author, subject, and title catalog.
   Provide a telephone.

It is strongly recommended that libraries in this category look toward joining larger units of service in order to meet recommended State standards.

Approved by the State Library Board, April 27, 1970

PUBLIC LIBRARY BOARDS IN VIRGINIA

Name of Library	Number of Members	Governing/ Advisory	Appointing Authority
Alexandria Library	7	Governing	City Council
Amherst County Public Library	6	Governing	Board of Supervisors
Appomattox Regional Library	11	Governing	Boards of Supervisors City Council
Arlington County Public Library	0	N/A	N/A
Augusta County Library	7	Governing	Board of Supervisors
Bedford Public Library	6	Governing	Board of Supervisors
Blue Ridge Regional Library	11	Governing	Boards of Supervisors City Council
Botetourt County Library	5	Governing	Board of Supervisors
Bristol Public Library	11	Governing	City Council (Virginia) City Council (Tennessee)
Buchanan County Public Library	5	Governing	Board of Supervisors
Campbell County Public Library	6	Governing	Board of Supervisors
Caroline Library, Inc.*	14	Governing	Board of Directors
Central Rappahannock Regional Library	9	Governing	Boards of Supervisors City Council
Central Virginia Regional Library*	9	Governing	Board of Directors Board of Supervisors
Charles P. Jones Memorial Library*	12	Governing	Board of Directors Board of Supervisors City Council
Charlotte County Library	7	Governing	Board of Supervisors
Chesapeake Public Library	7	Advisory	City Council
Chesterfield Co. Public Library	0	N/A	N/A
Clifton Forge Public Library	9	Advisory	City Council

Name of Library	Number of Members	Governing/ Advisory	Appointing Authority
Colonial Heights Public Library	7	Advisory	City Council
Culpeper County Library	14	Governing	Board of Supervisors
Cumberland County Public Library*	10	Governing	Board of Directors
Danville Public Library	0	N/A	N/A
Eastern Shore Public Library	5	Governing	Boards of Supervisors
Essex Public Library	12	Governing	Board of Supervisors
Fairfax County Public Library	12	Governing	Board of Supervisors City Council
Fauquier County Public Library	5	Governing	Board of Supervisors
Fluvanna County Library	7	Governing	Board of Supervisors
Franklin County Public Library	7	Governing	Board of Supervisors
Galax-Carroll Regional Library	6	Governing	City Council Board of Supervisors
Gloucester Library	11	Governing	Board of Supervisors
Halifax County–South Boston Regional Library	10	Governing	Board of Supervisors City Council
Hampton Public Library	0	N/A	N/A
The Handley Regional Library	10	Governing	Board of Supervisors City Council
Henrico County Public Library	5	Advisory	Board of Supervisors
Heritage Public Library*	21	Governing	Board of Directors Boards of Supervisors
Highland County Public Library*	7	Governing	Board of Directors
Iris Brammer Public Library	6	Advisory	Town Council
J. Robert Jamerson Memorial Library	5	Governing	Board of Supervisors
James L. Hamner Public Library	20	Governing	Board of Supervisors

Name of Library	Number of Members	Governing/ Advisory	Appointing Authority
Jefferson-Madison Regional Library	9	Governing	Boards of Supervisors City Council
Lancaster Community Library*	12	Governing	Board of Directors Board of Supervisors
L. E. Smoot Memorial Library	9	Governing	Board of Supervisors
Lonesome Pine Regional Library	11	Governing	Boards of Supervisors City Council
Loudoun County Public Library	9	Governing	Board of Supervisors
Lynchburg Public Library[1]	0	N/A	N/A
Madison County Library, Inc.*	12	Governing	Board of Directors
Mary Riley Styles Public Library	7	Advisory	City Council
Mathews Memorial Library	6	Governing	Board of Supervisors
Meherrin Regional Library	10	Governing	Board of Supervisors City Council
Middlesex County Public Library*	16	Governing	Board of Directors
Montgomery-Floyd Regional Library	9	Governing	Boards of Supervisors
Newport News Public Library	13	Advisory	City Council
Norfolk Public Library	9	Governing	City Council
Northumberland Public Library*	14	Governing	Board of Directors Board of Supervisors
Nottoway County Library	5	Governing	Board of Supervisors
Orange County Public Library	10	Governing	Board of Supervisors
Pamunkey Regional Library	10	Governing	Boards of Supervisors
Pearisburg Public Library	8	Advisory	Town Council
Petersburg Public Library	0	N/A	N/A

[1] Lynchburg's advisory library board is currently inactive.

Name of Library	Number of Members	Governing/ Advisory	Appointing Authority
Poquoson Public Library	7	Advisory	City Council
Portsmouth Public Library	9	Advisory	City Council
Powhatan County Public Library*	5	Governing	Board of Supervisors
Prince William Public Library	9	Governing	Board of Supervisors City Councils
Pulaski County Library	9	Governing	Board of Supervisors
Radford Public Library	5	Governing	City Council
Rappahannock County Library	6	Governing	Board of Supervisors
Richmond County Public Library	7	Governing	Board of Supervisors
Richmond Public Library	9	Governing	City Council
Roanoke City Public Library	11	Advisory	City Council
Roanoke County Public Library	5	Advisory	Board of Supervisors
Rockbridge Regional Library	12	Governing	Board of Supervisors City Council
Rockingham Public Library*	19	Governing	Boards of Directors
Russell County Public Library	9	Governing	Board of Supervisors
Salem Public Library	0	N/A	N/A
Samuels Public Library*	12	Governing	Board of Directors
Shenandoah County Library	13	Governing	Board of Supervisors
Smyth-Bland Regional Library	9	Governing	Boards of Supervisors
Southside Regional Library	6	Governing	Boards of Supervisors
Staunton Public Library	5	Advisory	City Council
Suffolk Public Library	7	Advisory	City Council
Tazewell County Public Library	5	Governing	Board of Supervisors
Virginia Beach Public Library	11	Advisory	City Council

Name of Library	Number of Members	Governing/ Advisory	Appointing Authority
W. C. Rawls Library and Museum	14	Governing	Boards of Supervisors City Council
Washington County Public Library	7	Governing	Board of Supervisors
Waynesboro Public Library	5	Advisory	City Council
Williamsburg Regional Library	8	Governing	Board of Supervisors City Council
Wythe-Grayson Regional Library	8	Governing	Boards of Supervisors
York County Public Library	5	Governing	Board of Supervisors

* Denotes libraries established as companies, societies, or organizations.

LIBRARY BILL OF RIGHTS

1. The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

2. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background or views of those contributing to their creation.

3. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

4. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

5. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

6. A person's right to use a library should not be denied or abridged because of origin, age, background or views.

7. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948
Amended February 2, 1961, June 17, 1967, and January 23, 1980, by the ALA Council

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ACCESS FOR CHILDREN AND YOUNG PEOPLE TO VIDEOTAPES AND OTHER NON-PRINT FORMATS

An Interpretation of the **Library Bill of Rights**

Library collections of videotapes, motion pictures, and other non-print formats raise a number of intellectual freedom issues, especially regarding minors.

The interests of young people, like those of adults, are not limited by subject, theme, or level of sophistication. Librarians have a responsibility to ensure young people have access to materials and services that reflect diversity sufficient to meet their needs.

To guide librarians and others in resolving these issues, the American Library Association provides the following guidelines.

The **Library Bill of Rights** says, "A person's right to use a library should not be denied or abridged because of origin, age, background, or views."

ALA **Free Access to Libraries for Minors:** An Interpretation of the **Library Bill of Rights** states:

The "right to use a library" includes use of, and access to, all library materials and services. Thus, practices which allow adults to use some services and materials which are denied to minors abridge use based on age.

. . . It is the parents - and only parents - who may restrict their children - and only their children - from access to library materials and services. People who would rather their children did not have access to certain materials should so advise their children. The library and its staff are responsible for providing equal access to library materials and services for all library users.

Policies which set minimum age limits for access to videotapes and/or other audiovisual materials and equipment, with or without parental permission, abridge library use for minors. Further, age limits based on the cost of the materials are unacceptable. Unless directly and specifically prohibited by law from circulating certain motion pictures and video productions to minors, librarians should apply the same standards to circulation of these materials as are applied to books and other materials.

Recognizing that libraries cannot act *in loco parentis*, ALA acknowledges and supports the exercise by parents of their responsibility to guide their own children's reading and viewing. Published reviews of films and videotapes and/or reference works which provide information about the content, subject matter, and recommended audiences can be made available in conjunction with non-print collections to assist parents in guiding their children without implicating the library in censorship. This material may include information provided by video producers and distributors. promotional material on videotape packaging, and Motion Picture Association of America (MPAA) ratings *if they are included on the tape or in the packaging by the original publisher* and/or if they appear in review sources or reference works included in the library's collection. Marking out or removing ratings information from videotape packages constitutes expurgation or censorship.

MPAA and other rating services are private advisory codes and have no legal standing.* For the library to add such ratings to the material if they are not already there, to post a list of such ratings with a collection, or to attempt to enforce such ratings through circulation policies or other procedures constitutes labeling, "an attempt to prejudice attitudes" about the material, and is unacceptable. The application of locally generated ratings schemes intended to provide content warnings to library users is also inconsistent with the **Library Bill of Rights.**

*For information on case law, please contact the ALA Office for Intellectual Freedom. See also: **Statement on Labeling** and **Expurgation of Library** Materials, Interpretations of the **Library Bill of Rights.**

Adopted June 28, 1989, by the ALA Council.

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GUIDELINES FOR THE DEVELOPMENT AND IMPLEMENTATION OF POLICIES, REGULATIONS, AND PROCEDURES AFFECTING ACCESS TO LIBRARY MATERIALS, SERVICES, AND FACILITIES

Publicly supported libraries exist within the context of a body of law derived from the United States Constitution and appropriate state constitutions, defined by statute, and implemented by regulations, policies, and procedures established by their governing bodies and administrations. These regulations, policies, and procedures establish the mission of the library, define its functions, services, and operations and ascertain the rights and responsibilities of the clientele served by the library.

Publicly supported library service is based upon the First Amendment right of free expression. The publicly supported library provides free and equal access to information for all people of the community it serves. Thus, publicly supported libraries are governmental agencies designated as limited public forums for access to information. Libraries that make meeting rooms, exhibit spaces, and/or bulletin boards available for public use are also designated as limited public forums for the exchange of information.

Many libraries adopt administrative policies and procedures regulating the organization and use of library materials, services, and facilities. These policies and procedures affect access and may have the effect of restricting, denying, or creating barriers to access to the library as a public forum, including the library's resources, facilities, and services. Library policies and procedures that impinge upon First Amendment rights are subject to a higher standard of review than may be required in the policies of other public services and facilities.

Policies, procedures, or regulations that may result in denying, restricting, or creating physical or economic barriers to access to the library's public forum must be based on a compelling government interest. However, library governing authorities may place reasonable and narrowly drawn restrictions on the time, place, or manner of access to library resources, services, or facilities, provided that such restrictions are not based upon arbitrary distinctions between individuals or classes of individuals.

The American Library Association has adopted the *Library Bill of Rights* and Interpretations of the *Library Bill of Rights* to provide library governing authorities, librarians, and other library staff and library users with guidelines on how constitutional principles apply to libraries in the United States of America.

The American Library Association's Intellectual Freedom Committee recommends that publicly supported libraries use the following guidelines, based on constitutional principles, to develop policies, regulations and procedures.

Adopted June 28, 1994, by the ALA Intellectual Freedom Committee.

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Guidelines

All library policies, regulations, and procedures should be carefully examined to determine if they may result in denying, restricting, or creating barriers to access. If they may result in such restrictions, they:

1. should be developed and implemented within the legal framework that applies to the library. This includes: the United States Constitution, including the First and Fourteenth Amendments, due process, and equal treatment under the law; the applicable state constitution; federal and state civil rights legislation; all other applicable federal, state, and local legislation; and applicable case law;
2. should cite statutes or ordinances upon which the authority to make that policy is based, when appropriate;
3. should be developed and implemented within the framework of the Library Bill of Rights and its Interpretations;
4. should be based upon the library's mission and objectives;
5. should only impose restrictions on the access to, or use of library resources, services, or facilities when those restrictions are necessary to achieve the library's mission and objectives;
6. should narrowly tailor prohibitions or restrictions, in the rare instances when they are required, so they are not more restrictive than needed to serve their objectives;
7. should attempt to balance competing interests and avoid favoring the majority at the expense of individual rights, or allowing individual users' rights to interfere materially with the majority's rights to free and equal access to library resources, services and facilities;
8. should avoid arbitrary distinctions between individuals or classes of users, and should not have the effect of denying or abridging a person's right to use library resources, services, or facilities based upon arbitrary distinctions such as origin, age background, or views; In the Library Bill of Rights and all of its Interpretations, it is intended that: "origin" encompasses all the characteristics of individuals that are inherent in the circumstances of their birth; "age" encompasses all the characteristics of individuals that are inherent in their levels of development and maturity; "background" encompasses all the characteristics of individuals that are a result of their life experiences; and "views" encompasses all the opinions and beliefs held and expressed by individuals;
9. should not target specific users or groups of users based upon an assumption or expectation that such users might engage in behavior that will materially interfere with the achievement of substantial library objectives;
10. must be clearly stated so that a reasonably intelligent person will have fair warning of what is expected;
11. must provide a means of appeal;
12. must be reviewed regularly by the library's governing authority and by its legal counsel;
13. must be communicated clearly and made available in an effective manner to all library users;
14. must be enforced evenhandedly, and not in a manner intended to benefit or disfavor any person or group in an arbitrary or capricious manner; Libraries should develop an ongoing staff training program designated to foster the understanding of the legal framework and principles underlying library policies and to assist staff in gaining the skill and ability to respond to potentially difficult circumstances in a timely, direct and open manner. This program should include training to develop empathy and understanding of the social and economic problems of some library users;

15. should, if reasonably possible, provide adequate alternative means of access to information for those whose behavior results in the denial or restriction of access to any library resource, service, or facility.

Adopted June 28, 1994, by the ALA Intellectual Freedom Committee.

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CHALLENGED MATERIALS

An Interpretation of the **Library Bill of Rights**

The American Library Association declares as a matter of firm principle that it is the responsibility of every library to have a clearly defined materials selection policy in written form which reflects the **Library Bill of Rights,** and which is approved by the appropriate governing authority.

Challenged materials which meet the criteria for selection in the materials selection policy of the library should not be removed under any legal or extra-legal pressure. The **Library Bill of Rights** states in Article 1 that "Materials should not be excluded because of the origin, background, or views of those contributing to their creation," and in Article 2, that "Materials should not be proscribed or removed because of partisan or doctrinal disapproval." Freedom of expression is protected by the Constitution of the United States, but constitutionally protected expression is often separated from unprotected expression only by a dim and uncertain line. The Constitution requires a procedure designed to focus searchingly on challenged expression before it can be suppressed. An adversary hearing is a part of this procedure.

Therefore, any attempt, be it legal or extra-legal, to regulate or suppress materials in libraries must be closely scrutinized to the end that protected expression is not abridged.

Adopted June 25, 1971; amended July 1, 1981; amended January 10, 1990,
by the American Library Association Council.

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EVALUATING LIBRARY COLLECTIONS

An Interpretation of the **Library Bill of Rights**

The continuous review of library materials is necessary as a means of maintaining an active library collection of current interest to users. In the process, materials may be added and physically deteriorated or obsolete materials may be replaced or removed in accordance with the collection maintenance policy of a given library and the needs of the community it serves. Continued evaluation is closely related to the goals and responsibilities of libraries and is a valuable tool of collection development. This procedure is not to be used as a convenient means to remove materials presumed to be controversial or disapproved of by segments of the community. Such abuse of the evaluation function violates the principles of intellectual freedom and is in opposition to the Preamble and Articles 1 and 2 of the **Library Bill of Rights,** which state:

The American Library Association affirms that all libraries are forums for information and ideas, and the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. The American Library Association opposes such "silent censorship" and strongly urges that libraries adopt guidelines setting forth the positive purposes and principles of evaluation of materials in library collections.

Adopted February 2, 1973; amended July 1, 1981, by the ALA Council.

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DIVERSITY IN COLLECTION DEVELOPMENT

An Interpretation of the **Library Bill of Rights**

Throughout history, the focus of censorship has fluctuated from generation to generation. Books and other materials have not been selected or have been removed from library collections for many reasons, among which are prejudicial language and ideas, political content, economic theory, social philosophies, religious beliefs, sexual forms of expression, and other topics of a potentially controversial nature.

Some examples of censorship may include removing or not selecting materials because they are considered by some as racist or sexist; not purchasing conservative religious materials; not selecting materials about or by minorities because it is thought these groups or interests are not represented in a community; or not providing information on or materials from non-mainstream political entities.

Librarians may seek to increase user awareness of materials on various social concerns by many means, including, but not limited to, issuing bibliographies and presenting exhibits and programs.

Librarians have a professional responsibility to be inclusive, not exclusive, in collection development and in the provision of interlibrary loan. Access to all materials legally obtainable should be assured to the user, and policies should not unjustly exclude materials even if they are offensive to the librarian or the user. Collection development should reflect the philosophy inherent in Article 2 of the **Library Bill of Rights**: "Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval." A balanced collection reflects a diversity of materials, not an equality of numbers. Collection development responsibilities include selecting materials in the languages in common use in the community which the library serves. Collection development and the selection of materials should be done according to professional standards and established selection and review procedures.

There are many complex facets to any issue, and variations of context in which issues may be expressed, discussed, or interpreted. Librarians have a professional responsibility to be fair, just, and equitable and to give all library users equal protection in guarding against violation of the library patron's right to read, view, or listen to materials and resources protected by the First Amendment, no matter what the viewpoint of the author, creator, or selector. Librarians have an obligation to protect library collections from removal of materials based on personal bias or prejudice, and to select and support the access to materials on all subjects that meet, as closely as possible, the needs and interests of all persons in the community which the library serves. This includes materials that reflect political, economic, religious, social, minority, and sexual issues.

Intellectual freedom, the essence of equitable library services, provides for free access to all expressions of idea through which any and all sides of a question, cause, or movement may be explored. Toleration is meaningless without tolerance for what some may consider detestable. Librarians cannot justly permit their own preferences to limit their degree of tolerance in collection development, because freedom is indivisible.

Adopted July 14, 1982; amended January 10, 1990, by the ALA Council.

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EXHIBIT SPACES AND BULLETIN BOARDS

An Interpretation of the **Library Bill of Rights**

Libraries often provide exhibit spaces and bulletin boards. The uses made of these should conform to the **Library Bill of Rights**: Article I states, "Materials should not be excluded because of the origin, background, or views of those contributing to their creation." Article II states, "Materials should not be proscribed or removed because of partisan or doctrinal disapproval." Article VI maintains that exhibit space should be made available "on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use."

In developing library exhibits, staff members should endeavor to present a broad spectrum of opinion and variety of viewpoints. Libraries should not shrink from developing exhibits because of controversial content or because of the beliefs or affiliations of those whose work is represented. Just as libraries do not endorse the viewpoints of those whose works are represented in their collection, libraries also do not endorse the beliefs or viewpoints of topics which may be the subject of library exhibits.

Exhibit areas often are made available for use by community groups. Libraries should formulate a written policy for the use of these exhibit areas to assure that space is provided on an equitable basis to all groups which request it.

Written policies for exhibit space use should be stated in inclusive rather than exclusive terms. For example, a policy that the library's exhibit space is open "to organizations engaged in educational, cultural, intellectual, or charitable activities" is an inclusive statement of the limited uses of the exhibit space. This defined limitation would permit religious groups to use the exhibit space because they engage in intellectual activities, but would exclude most commercial uses of the exhibit space.

A publicly supported library may limit use of its exhibit space to strictly "library-related" activities, provided that the limitation is clearly circumscribed and is viewpoint neutral.

Libraries may include in this policy rules regarding the time, place, and manner of use of the exhibit space, so long as the rules are content-neutral and are applied in the same manner to all groups wishing to use the space. A library may wish to limit access to exhibit space to groups within the community served by the library. This practice is acceptable provided that the same rules and regulations apply to everyone, and that exclusion is not made on the basis of the doctrinal, religious, or political beliefs of the potential users.

The library should not censor or remove an exhibit because some members of the community may disagree with its content. Those who object to the content of any exhibit held at the library should be able to submit their complaint and/or their own exhibit proposal to be judged according to the policies established by the library.

Libraries may wish to post a permanent notice near the exhibit area stating that the library does not advocate or endorse the viewpoints of exhibits or exhibitors.

Libraries which make bulletin boards available to public groups for posting notices of public interest should develop criteria for the use of these spaces based on the same considerations as those outlined above. Libraries may wish to develop criteria regarding the size of material to be displayed, the length of time materials may remain on the bulletin board, the frequency with which material may be posted for the same group, and the geographic area from which notices will be accepted.

Adopted July 2, 1991, by the ALA Council.

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MEETING ROOMS

An Interpretation of the **Library Bill of Rights**

Many libraries provide meeting rooms for individuals and groups as part of a program of service. Article VI of the **Library Bill of Rights** states that such facilities should be made available to the public served by the given library "on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use."

Libraries maintaining meeting room facilities should develop and publish policy statements governing use. These statements can properly define time, place, or manner of use; such qualifications should not pertain to the content of a meeting or to the beliefs or affiliations of the sponsors. These statements should be made available in any commonly used language within the community served.

If meeting rooms in libraries supported by public funds are made available to the general public for non-library sponsored events, the library may not exclude any group based on the subject matter to be discussed or based on the ideas that the group advocates. For example, if a library allows charities and sports clubs to discuss their activities in library meeting rooms, then the library should not exclude partisan political or religious groups from discussing their activities in the same facilities. If a library opens its meeting rooms to a wide variety of civic organizations, then the library may not deny access to a religious organization. Libraries may wish to post a permanent notice near the meeting room stating that the library does not advocate or endorse the viewpoints of meetings or meeting room users.

Written policies for meeting room use should be stated in inclusive rather than exclusive terms. For example, a policy that the library's facilities are open "to organizations engaged in educational, cultural, intellectual, or charitable activities" is an inclusive statement of the limited uses to which the facilities may be put. This defined limitation would permit religious groups to use the facilities because they engage in intellectual activities, but would exclude most commercial uses of the facility.

A publicly supported library may limit use of its meeting rooms to strictly "library-related" activities, provided that the limitation is clearly circumscribed and is viewpoint neutral.

Written policies may include limitations on frequency of use, and whether or not meetings held in library meeting rooms must be open to the public. If state and local laws permit private as well as public sessions of meetings in libraries, libraries may choose to offer both options. The same standard should be applicable to all.

If meetings are open to the public, libraries should include in their meeting room policy statement a section which addresses admission fees. If admission fees are permitted, libraries shall seek to make it possible that these fees are permitted, libraries shall seek to make it possible that these fees do not limit access to individuals who may be unable to pay, but who wish to attend the meeting. Article V of the **Library Bill of Rights** states that "a person's right to use a library should not be denied or abridged because of origin, age, background, or views." It is inconsistent with Article V to restrict indirectly access to library meeting rooms based on an individual's or group's ability to pay for that access.

Adopted July 2, 1991, by the ALA Council.

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EXPURGATION OF LIBRARY MATERIALS

An Interpretation of the **Library Bill of Rights**

Expurgating library materials is a violation of the **Library Bill of Rights.** Expurgation as defined by this interpretation includes any deletion, excision, alteration, editing, or obliteration of any part(s) of books or other library resources by the library, its agent, or its parent institution (if any). By such expurgation, the library is in effect denying access to the complete work and the entire spectrum of ideas that the work intended to express. Such action stands in violation of Articles 1, 2, and 3 of the **Library Bill of Rights,** which state that "Materials should not be excluded because of the origin, background, or views of those contributing to their creation," that "Materials should not be proscribed or removed because of partisan or doctrinal disapproval," and that "Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment."

The act of expurgation has serious implications. It involves a determination that it is necessary to restrict access to the complete work. This is censorship. When a work is expurgated, under the assumption that certain portions of that work would be harmful to minors, the situation is no less serious.

Expurgation of any books or other library resources imposes a restriction, without regard to the rights and desires of all library users, by limiting access to ideas and information.

Further, expurgation without written permission from the holder of the copyright on the material may violate the copyright provisions of the United States Code.

Adopted February 2, 1973; amended July 1, 1981; amended January 10, 1990, by the ALA Council.

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FREE ACCESS TO LIBRARIES FOR MINORS

An Interpretation of the **Library Bill of Rights**

Library policies and procedures which effectively deny minors equal access to all library resources available to other users violate the **Library Bill of Rights**. The American Library Association opposes all attempts to restrict access to library services materials, and facilities based on the age of library users.

Article V of the **Library Bill of Rights** states, "A person's right to use a library should not be denied or abridged because of origin, age, background, or views." The "right to use a library" includes free access to, and unrestricted use of, all of the services, materials, and facilities the library has to offer. Every restriction on access to, and use of, the library resources, based solely on the chronological age, educational level, or legal emancipation of users violates Article V.

Libraries are charged with the mission of developing resources to meet the diverse information needs and interests of the communities they serve. Services, materials, and facilities which fulfill the needs and interests of library users at different stages in their personal development are necessary part of library resources. The needs and interests of each library user, and resources appropriate to meet those needs and interests, must be determined on an individual basis. Librarians cannot predict what resources will best fulfill the needs and interests of any individual user based on a single criterion such as chronological age, level of education, or legal emancipation.

The selection and development of library resources should not be diluted because of minors having the same access to library resources as adult users. Institutional self-censorship diminishes the credibility of the library in the community, and restricts access for all library users.

Librarians and governing bodies should not resort to age restrictions on access to library resources in an effort to avoid actual or anticipated objections from parents or anyone else. The mission, goals, and objectives of libraries do not authorize librarians or governing bodies to assume, abrogate, or overrule the rights and responsibilities of parents or legal guardians. Librarians and governing bodies should maintain that parents – and only parents – have the right and the responsibility to restrict the access of their children – and only their children – to library resources. Parents or legal guardians who do not want their children to have access to certain library services, materials, or facilities, should so advise their children. Librarians and governing bodies cannot assume the role of parents or the functions of parental authority in the private relationship between parent and child. Librarians and governing bodies have a public and professional obligation to provide equal access to all library resources for all library users.

Libraries have a professional commitment to ensure that all members of the community they serve have free and equal access to the entire range of library resources regardless of content, approach, format, or amount of detail. This principle of library service applies equally to all users, minors as well as adults. Librarians and governing bodies must uphold this principle in order to provide adequate and effective service to minors.

Adopted June 30, 1972; amended July 1, 1981; July 3, 1991,
by the ALA Council.

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LIBRARY INITIATED PROGRAMS AS A RESOURCE

An Interpretation of the **Library Bill of Rights**

Library initiated programs support the mission of the library by providing users with additional opportunities for information, education, and recreation. Article I of the **Library Bill of Rights** states: "Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves."

Library initiated programs take advantage of library staff expertise, collections, services, and facilities to increase access to information and information resources. Library initiated programs introduce users and potential users to the resources of the library and to the library's primary function as a facilitator of information access. The library may participate in cooperative or joint programs with other agencies, organizations, institutions, or individuals as part of its own effort to address information needs and to facilitate information access in the community the library serves.

Library initiated programs on site and in other locations include, but are not limited to, speeches, community forums, discussion groups, demonstrations, displays, and live or media presentations.

Libraries serving multilingual or multicultural communities make efforts to accommodate the information needs of those for whom English is a second language. Library initiated programs across language and cultural barriers introduce otherwise unserved populations to the resources of the library and provide access to information.

Library initiated programs "should not be proscribed or removed (or canceled) because of partisan or doctrinal disapproval" of the contents of the program or the views expressed by the participants, as stated in Article 2 of the **Library Bill of Rights.** Library sponsorship of a program does not constitute an endorsement of the content of the program or the views expressed by the participants, any more than the purchase of material for the library collection constitutes an endorsement of the contents of the material or the views of its creator.

Library initiated programs are a library resource, and as such, are developed in accordance with written guidelines, as approved and adopted by the library's policy-making body. These guidelines include an endorsement of the **Library Bill of Rights** and set forth the library's commitment to free and open access to information and ideas for all users.

Library staff select topics, speakers, and resource materials for library initiated programs based on the interests and information needs of the community. Topics, speakers, and resource materials are not excluded from library initiated programs because of possible controversy. Concerns, questions, or complaints about library initiated program are handled according to the same written policy and procedures which govern reconsideration of other library resources.

Library initiated programs are offered free of charge and are open to all. Article 5 of the **Library Bill of Rights** states: "A person's right to use a library should not be denied or abridged because of origin, age, background or views."

The "right to use a library" encompasses all of the resources the library offers, including the right to attend library initiated programs. Libraries do not deny or abridge access to library resources, including library initiated programs, based on an individual's economic background and ability to pay.

Adopted January 27, 1982. Amended June 26, 1990, by the ALA Council.

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RESTRICTED ACCESS TO LIBRARY MATERIALS

An Interpretation of the **Library Bill of Rights**

Libraries are a traditional forum for the open exchange of information. Attempts to restrict access to library materials violate the basic tenets of the **Library Bill of Rights**.

Historically, attempts have been made to limit access by relegating materials into segregated collections. These attempts are in violation of established policy. Such collections are often referred to by a variety of names, including "closed shelf," "locked case," "adults only," "restricted shelf," or "high demand." Access to some materials also may require a monetary fee or financial deposit. In any situation which restricts access to certain materials, a barrier is placed between the patron and those materials. That barrier may be age related, linguistic, economic, or psychological in nature.

Because materials placed in restricted collections often deal with controversial, unusual, or "sensitive" subjects, having to ask a librarian or circulation clerk for them may be embarrassing or inhibiting for patrons desiring the materials. Needing to ask for materials may pose a language barrier or a staff service barrier. Because restricted collections often are composed of materials which some library patrons consider "objectionable," the potential user may be predisposed to think of the materials as "objectionable" and, therefore, are reluctant to ask for them.

Barriers between materials and the patron which are psychological, or are affected by language skills, are nonetheless limitations on access to information. Even when a title is listed in the catalog with a reference to its restricted status, a barrier is placed between the patron and the publication. (See also statement on Labeling.")

There may be, however, countervailing factors to establish policies to protect library materials – specifically, for reasons of psychological preservation including protection from theft or mutilation. Any such policies must be carefully formulated and administered with extreme attention to the principles of intellectual freedom. This caution is also in keeping with ALA policies, such as "Evaluating Library Collections," "Free Access to Libraries for Minors," and the "Preservation Policy."

Finally, in keeping with the "Joint Statement on Access" of the American Library Association and Society of American Archivists, restrictions that result from donor agreements or contracts for special collections materials must be similarly circumscribed. Permanent exclusions are not acceptable. The overriding impetus must be to work for free and unfettered access to all documentary heritage.

Adopted February 2, 1973; amended July 1, 1981; July 3, 1991, by the ALA Council.

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STATEMENT ON LABELING

An Interpretation of the **Library Bill of Rights**

Labeling is the practice of describing or designating material by affixing a prejudicial label and/or segregating them by a prejudicial system. The American Library Association opposes these means of predisposing people's attitudes toward library materials for the following reasons:

1. Labeling is an attempt to prejudice attitudes and as such, it is a censor's tool.

2. Some find it easy and even proper, according to their ethics, to establish criteria for judging publications as objectionable. However, injustice and ignorance rather than justice and enlightenment result from such practices, and the American Library Association opposes the establishment of such criteria.

3. Libraries do not advocate the ideas found in their collections. The presence of books and other resources in a library does not indicate endorsement of their contents by the library.

A variety of private organizations promulgate rating systems and/or review materials as a means of advising either their members or the general public concerning their opinions of the contents and suitability or appropriate age for use of certain books, films, recordings, or other materials. For the library to adopt or enforce any of these private systems, to attach such ratings to library materials, to include them in bibliographic records, library catalogs, or other finding aids, or otherwise to endorse them would violate the **Library Bill of Rights.**

While some attempts have been made to adopt these systems into law, the constitutionality of such measures is extremely questionable. If such legislation is passed which applies within a library's jurisdiction, the library should seek competent legal advice concerning its applicability to library operations.

Publishers, industry groups, and distributors sometimes add ratings to material or include them as part of their packaging. Librarians should not endorse such practices. However, removing or obliterating such ratings - if placed there by or with permission of the copyright holder - could constitute expurgation, which is also unacceptable.

The American Library Association opposes efforts which aim at closing any path to knowledge. This statement, however, does not exclude the adoption of organizational schemes designed as directional aids or to facilitate access to materials.

Adopted July 13, 1951. Amended June 25, 197 1; July 1, 1981; June 26, 1990,
by the American Library Association Council.

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THE UNIVERSAL RIGHT TO FREE EXPRESSION

An Interpretation of the **Library Bill of Rights**

Freedom of expression is an inalienable human right and the foundation for self-government. Freedom of expression encompasses the freedoms of speech, press, religion, assembly, and association, and the corollary right to receive information.

The American Library Association endorses this principle, which is also set forth in the Universal **Declaration of Human Rights,** adopted by the United Nations General Assembly. The Preamble of this document states that" . . . recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice, and peace in the world . . . " and " . . . the advent of a world in which human beings shall enjoy freedom of speech and belief and freedom from fear and want has been proclaimed as the highest aspiration of the common people . . . "

Article 18 of this document states:

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

Article 19 states:

Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media regardless of frontiers.

Article 20 states:

1. Everyone has the right to freedom of peaceful assembly and association.

2. No one may be compelled to belong to an association.

We affirm our belief that these are inalienable rights of every person, regardless of origin, age, background, or views. We embody our professional commitment to these principles in the **Library Bill of Rights** and **Code of Professional Ethics,** as adopted by the American Library Association.

We maintain that these are universal principles and should be applied by libraries and librarians throughout the world. The American Library Association's policy on International Relations reflects these objectives: " . . . to encourage the exchange, dissemination, and access to information and the unrestricted flow of library materials in all formats throughout the world."

We know that censorship, ignorance, and limitations on the free flow of information are the tools of tyranny and oppression. We believe that ideas and information topple the walls of hate and fear and build bridges of cooperation and understanding far more effectively than weapons and armies.

The American Library Association is unswerving in its commitment to human rights and intellectual freedom; the two are inseparably linked and inextricably entwined. Freedom of opinion and expression is not derived from or dependent on, any form of government or political power. This right is inherent in every individual. It cannot be surrendered, nor can it be denied. True justice comes from the exercise of this right.

We recognize the power of information and ideas to inspire justice, to restore freedom and dignity to the oppressed, and to change the hearts and minds of the oppressors.

Courageous men and women, in difficult and dangerous circumstances throughout human history, have demonstrated that freedom lives in the human heart and cries out for justice even in the face of threats, enslavement, imprisonment, torture, exile, and death. We draw inspiration from their example. They challenge us to remain steadfast in our most basic professional responsibility to promote and defend the right of free expression.

There is no good censorship. Any effort to restrict free expression and the free flow of information aids the oppressor. Fighting oppression with censorship is self-defeating.

Threats to the freedom of expression of any person anywhere are threats to the freedom of all people everywhere. Violations of human rights and the right of free expression have been recorded in virtually every country and society across the globe.

In response to these violations, we affirm these principles:

- The American Library Association opposes any use of governmental prerogative that leads to the intimidation of individuals which prevents them from exercising their rights to hold opinions without interference, and to seek, receive, and impart information and ideas. We urge libraries and librarians everywhere to resist such abuse of governmental power, and to support those against whom such governmental power has been employed.

- The American Library Association condemns any governmental effort to involve libraries and librarians in restrictions on the right of any individual to hold opinions without interference, and to seek, receive, and impart information and ideas. Such restrictions pervert the function of the library and violate the professional responsibilities of librarians.

- The American Library Association rejects censorship in any form. Any action which denies the inalienable human rights of individuals only damages the will to resist oppression, strengthens the hand of the oppressor, and undermines the cause of justice.

- The American Library Association will not abrogate these principles. We believe that censorship corrupts the cause of justice, and contributes to the demise of freedom.

Adopted by the ALA Council, January 16, 1991.

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POLICY ON CONFIDENTIALITY OF LIBRARY RECORDS*

The Council of the American Library Association strongly recommends that the responsible officers of each library, cooperative system, and consortium in the United States:

1. Formally adopt a policy which specifically recognizes its circulation records and other records identifying the names of library users to be confidential in nature.

2. Advise all librarians and library employees that such records shall not be made available to any agency of state, federal, or local government except pursuant to such process, order, or subpoena as may be authorized under the authority of, and pursuant to, federal, state, or local law relating to civil, criminal, or administrative discovery procedures or legislative investigative power.

3. Resist the issuance or enforcement of any such process, order, or subpoena until such time as a proper showing of good cause has been made in a court of competent jurisdiction.**

*Note: See also **ALA Policy Manual 54.16 - Code of Ethics,** point #3, "Librarians must protect each user's right to privacy with respect to information sought or received, and materials consulted, borrowed, or acquired."

**Note: Point 3, above, means that upon receipt of such process, order, or subpoena, the library's officers will consult with their legal counsel to determine if such process, order, or subpoena is in proper form and if there is a showing of good cause for its issuance; if the process, order, or subpoena is not in proper form or if good cause has not been shown, they will insist that such defects be cured.

Adopted January 20, 1971; revised July 4, 1975, July 2, 1986, by the ALA Council.

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SUGGESTED PROCEDURES FOR IMPLEMENTING "POLICY ON CONFIDENTIALITY OF LIBRARY RECORDS"

When drafting local policies, libraries should consult with their legal counsel to insure these policies are based upon and consistent with applicable federal, state, and local law concerning the confidentiality of library records, the disclosure of public records. and the protection of individual privacy.

Suggested procedures include the following:

1. The library staff member receiving the request to examine or obtain information relating to circulation or other records identifying the names of library users, will immediately refer the person making the request to the responsible officer of the institution, who shall explain the confidentiality policy.

2. The director, upon receipt of such process, order, or subpoena, shall consult with the appropriate legal officer assigned to the institution to determine if such process, order, or subpoena is in good form and if there is a showing of good cause for its issuance.

3. If the process, order, or subpoena is not in proper form or if good cause has not been shown, insistence shall be made that such defects be cured before any records are released. (The legal process requiring the production of circulation or other library records shall ordinarily be in the form of subpoena "duces tecum" [bring your records] requiring the responsible officer to attend court or the taking of his/her deposition and may require him or her to bring along certain designated circulation or other specified records.)

4. Any threats or unauthorized demands (i.e., those not supported by a process, order, or subpoena) concerning circulation and other records identifying the names of library users shall be reported to the appropriate legal officer of the institution.

5. Any problems relating to the privacy of circulation and other records identifying the names of library users which are not provided for above shall be referred to the responsible officer.

Adopted by the ALA Intellectual Freedom Committee, January 9, 1983;
revised January 11, 1988.

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POLICY CONCERNING CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION ABOUT LIBRARY USERS

The ethical responsibilities of librarians, as well as statutes in most states and the District of Columbia, protect the privacy of library users. Confidentiality extends to "information sought or received, and materials consulted, borrowed or acquired," and includes database search records, reference interviews, circulation records, interlibrary loan records, and other personally identifiable uses of library materials, facilities, or services.

The First Amendment's guarantee of freedom of speech and of the press requires that the corresponding rights to hear what is spoken and read what is written be preserved, free from fear of government intrusion, intimidation, or reprisal. The American Library Association reaffirms its opposition to "any use of government prerogatives which lead to the intimidation of the individual or the citizenry from the exercise of free expression ... [and] encourages resistance to such abuse of government power...." (ALA Policy 53.4). In seeking access or in the pursuit of information, confidentiality is the primary means of providing the privacy that will free the individual from fear of intimidation or retaliation.

Libraries are one of the great bulwarks of democracy. They are living embodiments of the First Amendment because their collections include voices of dissent as well assent. Libraries are impartial resources providing information on all points of view, available to all persons regardless of age, race, religion, national origin, social or political views, economic status, or any other characteristic. The role of libraries as such a resource must not be compromised by an erosion of the privacy rights of library users.

The American Library Association regularly receives reports of visits by agents of federal, state, and local law enforcement agencies to libraries, where it is alleged they have asked for personally identifiable information about library users. These visits, whether under the rubric of simply informing libraries of agency concerns or for some other reason, reflect an insensitivity to the legal and ethical bases for confidentiality, and the role it plays in the preservation of First Amendment rights, rights also extended to foreign nationals while in the United States. The government's interest in library use reflects a dangerous and fallacious equation of what a person reads with what that person believes or how that person is likely to behave. Such a presumption can and does threaten the freedom of access to information. It also is a threat to a crucial aspect of First Amendment rights: that freedom of speech and of the press include the freedom to hold, disseminate and receive unpopular, minority, "extreme," or even "dangerous" ideas.

The American Library Association recognizes that, under limited circumstances, access to certain information might be restricted due to a legitimate "national security" concern. However, there has been no showing of a plausible probability that national security will be compromised by any use made of unclassified information available in libraries. Thus, the right of access to this information by individuals, including foreign nationals, must be recognized as part of the librarian's legal and ethical responsibility to protect the confidentiality of the library user.

The American Library Association also recognizes that law enforcement agencies and officers may occasionally believe that library records contain information which would be helpful to the investigation of criminal activity. If there is a reasonable basis to believe such records are necessary to the progress of an investigation or prosecution, the American judicial system provides the mechanism for seeking release of such confidential records: the issuance of a court order, following a showing of good cause based on specific facts, by a court of competent jurisdiction.

Adopted July 2, 1991, by the ALA Council

REQUEST FOR RECONSIDERATION OF LIBRARY MATERIALS

SAMPLE COMPLAINT FORM

(This space is used to identify who in your library has authorized use of the form – Director, Board of Trustees, etc., – and to whom to return the form.)

Name: _____ Date: _____

Address: _____

City: _____ State: _____ Zip: _____

1. Resource on which you are commenting:

☐ Book	☐ Magazine	☐ Audiovisual Resource
☐ Newspaper	☐ Content of Library Program	☐ Other

Title: _____

Author/Producer: _____

2. What brought this title to your attention?

3. Please comment on the resource as a whole as well as being specific on those matters which concern you. (Use other side if needed.)

   Comment:

4. What resource(s) do you suggest to provide additional information on this topic?

Signature _____

ALA OFFICE FOR INTELLECTUAL FREEDOM - CENSORSHIP DATABASE FORM

Office Use Only
OIF Record No.: Date of Report: Filed by:

I. Object of Challenge:
Title:

Copyright/Issue Date:

Author/Performer(s):
(last, first name)
Publisher/Producer:

Print: ☐ Book ☐ Textbook ☐ Magazine ☐ Newspaper ☐ Pamphlet
☐ Play ☐ Student Publications

Non-print: ☐ Artwork Film ☐ Photo ☐ Sound Recording ☐ Video
Or: ☐ Collection Exhibit ☐ Performance ☐ Speech ☐ Other:

Grounds For Challenge: (check all applicable)

1. Cultural	2. Sexual	3. Values	4. Social Issues
☐Anti-Ethnic	☐Homosexuality	☐Anti-Family	☐Abortion
☐Insensitivity	☐Nudity	☐Offensive Language	☐Drugs
☐Racism	☐Sex Education	☐Political Viewpoint	☐Occult/Satanism
☐Sexism	☐Sexually Explicit	☐Religious Viewpoint	☐Suicide
		☐Unsuited to Age Group	☐Violence

5. ☐Other: _____

II. Initiator of Challenge

Individual: ☐Administrator ☐Board Member ☐Clergy ☐Teacher ☐Patron
Group: ☐Government ☐Pressure Group ☐Religious Organization ☐Other
Organizations Supporting Challenge:

III. Institution Being Challenged

Name: Phone:
Address:
City: State: Zip:
School -Related: ☐School or ☐School Library: Grade Level _____ to _____
Other Library: ☐Academic ☐Public ☐Prison ☐Special
Or: ☐Community ☐Museum/Gallery ☐Publisher ☐Student Group ☐Theater
☐Other
Person Reporting (optional): **Title:**
Address/Phone (if different from above):

Please Note: *This information is for statistical use only, and will be kept confidential.*
Feel free to attach news clippings or other supporting material. Return to: **Office for Intellectual Freedom, 50 East Huron Street, Chicago, IL 60611**

THE FREEDOM TO READ STATEMENT

Excerpts

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.

2. Publishers, librarians and book sellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral or aesthetic views as a standard for determining what books should be published or circulated.

3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.

4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents or to inhibit the efforts of writers to achieve artistic expression.

5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, they can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

NOTE: "Books" as used in this statement include all kinds of materials acquired for library use.

A joint statement by the American Library Association and the Association of American Publishers originally issued in May of 1953, and revised in January, 1972.

THE NATIONAL PLAN

National Commission on Libraries and Information Science

The National Commission on Libraries and Information Science was created by an Act of Congress in 1970 as a permanent, independent agency within the executive branch. The commission is charged with recommending to Congress and the President plans for the provision of library and information services and for the coordination of activities at the federal, state, and local levels.

Responsibility for the development of plans to implement the states' policy was given to this commission composed of five librarians, or information specialists, and ten citizens.

In 1979, the NCLIS conducted a White House Conference on Library and Information Services, the first such national forum to discuss library and information needs and how these needs should be met and funded.

In 1988, legislation was passed authorizing a second White House Conference on Libraries. It was held in Washington, D. C. in July 1991. The White House Conference again looked at and set national goals for library service in the country. It focused national attention on library service. It informed and involved many citizens in setting the library agenda for the next decade. Ultimately, it will result in better state and national laws for libraries and in much-needed funding for libraries.

The primary focus of the 1991 conference was three issues:

1. Libraries and our rights in democracy.

2. Libraries and productivity in American business.

3. Libraries and literacy.

The White House Conference is a national citizen's forum on libraries at which the people say what they want their libraries to be and to do. It is a unique national consensus and goal-setting library meeting.

CONTACTING YOUR LEGISLATOR

Personal visits. Face to face discussion is the most effective means of communication. A meeting is more easily arranged early in a session, before pressures build up. Be sure you have a firm appointment.

Take along others -- library director, trustee, Friend, citizen activist, representative of a community organization. Keep the delegation small enough for any easy exchange of viewpoints with the legislator. Leave your card and any written information you have prepared. Follow up with a letter of appreciation and include any additional information suggested by the visit.

Telephone calls. Once you have become acquainted with your legislator, telephone calls are appropriate. Make them sparingly because the legislator's time is heavily occupied. Regular contact with the legislator's staff is desirable.

Telephone to ask support before a hearing or floor vote or to convey urgent local concern. Judge how far to push by the reaction.

Letters. These are the chief fuel which powers any legislative vehicle. They are read. They elicit response. They represent votes.

Letters may be formal or informal, typewritten or handwritten. They should be composed by you, giving your reasons for your position (and giving the legislator reasons to support it). If you are asking support for a particular bill, cite it by number and author, and give its title or subject matter.

Telegrams, mail grams, and fax. These are fast, easy ways to communicate with legislators when the need for action is critical.

Five Basic Rules for Effective Communication

1. **Be Brief.** A legislator's time is limited. So is yours.
2. **Be Appreciative.** Acknowledge past support and convey thanks for current action.
3. **Be Specific.** Refer to local library needs.
4. **Be Informative.** Give reasons why a measure should be supported.
5. **Be Courteous.** Ask; do not demand or threaten. Be positive but polite.

Adapted from *Ways to Communicate with Legislators*, ALA Washington Office.

WRITING TO LEGISLATORS

Helpful Hints

1. Keep the letter short, rarely more than one page. Type if you can; otherwise, write clearly.
2. Write it in your own words and include your own thoughts.
3. Cover only one issue; save other issues for later letters.
4. Show your familiarity with the subject and with the current status of the legislation (mention the bill number if possible.) This will indicate that you are serious about the issue, unlike the casual, uninformed correspondents who produce the bulk constituent mail.
5. Be specific as to what you want your representative to do.
6. Give reasons for your position. Cite your own experience and findings if possible. If the bill has a local impact, indicate that fact so that your representative realizes that the bill has a direct effect on his/her district.
7. Ask your representative a direct question about his/her own position on the bill. You want to receive a clear answer, not a form letter. If you are requesting an appointment, give alternate times if possible, and ask for a reply.
8. Don't mention your membership in any organization unless it is directly related to an experience you are describing. The individual citizen's letter is what counts, not the letter choreographed and inspired by an organization.
9. If you can, mention your legislator's vote on a recent issue to show your awareness of his/her record.
10. In general, be helpful rather than threatening. You can best show your genuine concern for the issue by offering to provide further information on the subject. (After all, information management is our business.)
11. When the legislature is in session, address all letters to your representatives in Washington or the state capitol. At other times, write them in care of their home addresses, if available.
12. Finally, remember: ***Any letter is better than no letter!*** Postcards are second best.

Source: Friends of Libraries U.S.A.

ELEVEN POINTS TO EFFECTIVE LOBBYING

1. Make an appointment to visit your legislator.
2. Identify yourself and/or the organization you represent.
3. Make sure you inform the legislator that you are a registered voter in his/her district, if applicable.
4. Be prepared. Deal in facts. Leave supporting documents.
5. Get your point across in the fewest possible words.
6. Don't argue, name call, or threaten.
7. Give the legislator a chance to express his/her point of view and be a good listener.
8. Don't be afraid to admit ignorance on special points. Say you will find the answer and report back.
9. Even if turned down, leave on a friendly note since you may want to join forces on another issue or get back later on the original issue in question.
10. Give special recognition to the legislators who are known to be on your side, and ask them for advice and help in reaching other legislators.
11. If lobbying with a group, one person should speak on behalf of the group.

Source: Friends of Libraries U.S.A.

ETHICS STATEMENT FOR PUBLIC LIBRARY TRUSTEES

Trustees must promote a high level of library service while observing ethical standards.

Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues or the institution.

It is incumbent on any trustee to disqualify himself or herself immediately whenever the appearance of a conflict of interest exists.

Trustees must distinguish clearly in their actions and statements between their personal philosophy and attitudes and those of the institution, acknowledging the formal position of the board even if they personally disagree.

A trustee must respect the confidential nature of library business while being aware of and in compliance with applicable laws governing freedom of information.

Trustees must be prepared to support to the fullest the efforts of librarians in resisting censorship of library materials by groups or individuals.

Trustees who accept membership on a library board are expected to perform all of the functions of library trustees.

Approved by the PLA Board of Directors and the ALTA Board of Directors, July 8, 1985.

GOLDEN RULES FOR BOARD MEMBERS

1. Leave the actual management of the library to the library director. It is the library director's responsibility to select books, employ the staff, and supervise day-to-day operations.

2. After a policy or rule is adopted by the majority vote of the library board, do not criticize or revoice your opposition publicly.

3. Respect confidential information. Do not divulge information regarding future board actions or plans until such action is officially taken.

4. Observe publicity and information policies of the board and library. Do not give information individually but refer requests to the library director or appropriate representative to interpret policies.

5. Treat staff members and library director in an objective manner. Under no circumstances listen to grievances of staff members or treat individual problems on your own. The library director is in charge of the staff and has administrative control up to the point where a grievance is presented to the library board as a whole.

6. Do not suggest hiring a relative as library employee or two members of the same family.

7. All rules and policies directed to the library director must be approved by a quorum of the board at a regular meeting. Even the chair should abide by this rule.

8. Do not hold board meetings without the library director.

9. Complaints from the public are the library director's responsibility. Continued dissatisfaction and problems should be taken up at the board meeting only if policy revision is necessary or legal ramifications are involved.

10. Assume your full responsibility as a board member. If you are unable to attend meetings regularly and complete work delegated to you, resign so that an active member can be appointed.